

# Northeast Michigan



## CREATING THE 21<sup>ST</sup> CENTURY WORKFORCE:

### Developing Coordinated Regional Strategies

Regional Plan – Updated June 2007

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Developing Coordinated Regional Strategies

in

NORTHEAST MICHIGAN

REGIONAL PLAN – UPDATED JUNE 2007

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# CREATING THE 21<sup>ST</sup> CENTURY WORKFORCE: Developing Coordinated Regional Strategies in NORTHEAST MICHIGAN REGIONAL PLAN – UPDATED JUNE 2007

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# CREATING THE 21<sup>ST</sup> CENTURY WORKFORCE: DEVELOPING COORDINATED REGIONAL STRATEGIES For *Northeast Michigan*

Over the past year, the Northeast Michigan Consortium has strived to engage many community stakeholders of Northeast Michigan, consisting of eight counties (Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, Presque Isle), to develop and refine a shared set of strategies to address the regional workforce goals and priorities. This is an on-going process, involves the active participation of the region's Workforce Development Board, the local economic development corporations, the educational representatives, the private sector and local governmental organizations. At the start of this process a Stakeholder Steering Committee comprised of these individuals was formed (see Appendix A), and has met periodically. However, through the process it has been recognized that more effective regional collaboration has resulted in working with pre-existing regional groups within Northeast Michigan, including the Workforce Development Board (WDB), the Education Advisory Group (EAG), the Northern Michigan Economic Network (NEN) and local economic development corporations (EDC) and thus the focus has shifted from the single steering committee to "multiple steering committees" to utilize these existing groups. One of the benefits of working through existing groups is less effort needs to be directed to establishing the group and more effort can be directed to moving the initiative forward. This regional collaborative approach is consistent with the values identified in "A Compact for the 21<sup>st</sup> Century Workforce", as developed by the Council for Labor & Economic Growth.

The outlined components (below) of the Coordinated Regional Strategy are consistent with the previously developed strategic goals set forth by the Workforce Development Board of Northeast Michigan. Those goals are:

1. Retain existing economic base and attract new business/industry.
2. Increase academic achievement.
3. Increase workforce readiness and strengthen job training.

The approaches to pursuing the Elements of the Strategy are discussed on the following pages



## **(1.) Create a unified local approach to working with employers**

### **Key Partners**

See Appendix A,

- ✓ Stakeholder Steering Committee Members
- ✓ Workforce Development Board
- ✓ Education Advisory Group
- ✓ Northern Michigan Economic Network (NEN)

### **Summary of Strategies/Activities**

- ❑ Conduct and/or participate a series of meetings
- ❑ Key person contacts to solicit input.
- ❑ Prepare matrix of services provided by organizations in the region, and contact information. Matrices were prepared per county (see Appendix B), after initial refinement, and then summarized in a regional matrix presented below.
- ❑ Draft matrices were provided to service providers to provide initial feedback, and as an initial means of sharing information among the service providers regarding the services available to the businesses.
- ❑ Web-based business retention programs and contact tracking systems, to enable service providers to more easily share information, are currently being researched and evaluated in a collaborative effort with the Northern Michigan Economic Development Network. The selected business retention program will allow multiple business service (such as Michigan Works! business liaisons, local economic development corporation (EDC) staff or MEDC staff) providers to share information to better serve the business with a more unified approach. The intent is that the selected program will be implemented across both the NE and NW regions of Michigan to facilitate more communication and allow for more regional analysis of data across the 18 counties of Northern Michigan. A recommendation regarding the preferred software package is expected by the end of June 2007, with the purchase, training and use of the program to begin summer 2007. It is anticipated that this software will facilitate the sharing of information between service providers and provide a more unified approach to working with employers.
- ❑ Cross training of service providers is planned (anticipated to be scheduled June or July after the business retention software has been selected), using the above reference matrix, as well as the technical assistance resources provided by the State, such as the U of M skills model and services available through the Michigan Manufacturing Technology Center, to enhance regional awareness of the available services, and promote access to the services. The cross training will provide the opportunity for service providers to meet the other providers in the region, to promote a stronger team approach to providing services.

## Business Service Providers

The following is a general listing of the agencies and entities that provide services to businesses in Northeast Michigan. A matrix for each county is provided in Appendix B, with the appropriate local contact information.

<b>Agencies and Entities in Northeast Michigan</b>	<b>Services Provided</b>
Northeast Michigan Consortium	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison
Local Michigan Works! Office	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.
Michigan Works! Business Liaison	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services
Local Economic Development Corporation	Small business training, seminars and business incubators
Unemployment Insurance Agency	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution
Michigan Rehabilitation Services	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC
Northeast Michigan Council of Governments	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"> <li>• Planning &amp; community development</li> <li>• Enhancing &amp; protecting the environment</li> <li>• Data input &amp; analysis</li> <li>• Transportation improvements</li> <li>• Recreation planning &amp; development</li> <li>• Solid waste planning / land use planning</li> <li>• Grant writing assistance, CDBG</li> <li>• Financing options assistance</li> </ul>
Community College / M-TEC	Community colleges offers two-year degrees, one-year certificates, customized training and cultural opportunities to all of Northeast Michigan.
Small Business Development Center	The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business. <ul style="list-style-type: none"> <li>• Free, one-on-one confidential counseling</li> <li>• Free and low cost seminars and workshops</li> <li>• Continuing education classes</li> <li>• Assistance with developing your financial projections and business plan</li> <li>• Customized training for your employees</li> </ul>

	<ul style="list-style-type: none"> <li>• Free resource library</li> <li>• Access to government-backed microloans</li> </ul>
Michigan State University Cooperative Extension	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.
Michigan Economic Development Center	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.
United States Dept. of Agriculture Rural Development	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.

## Other Services Available

### ➤ Michigan Manufacturing Technology Center

The Michigan Manufacturing Technology Center (MMTC) can provide training and consulting assistance to Michigan manufacturers adversely affected by the current economic environment and cutbacks from their major customers. As part of the program grant funded by the Michigan Department of Labor & Economic Growth, up to 75 percent of the costs for training and consulting assistance may be paid by grant funds.

Qualification Requirements:

- A Michigan manufacturer committed to remaining in Michigan.
- Currently experiencing declining sales or have a clear indication that sales will be declining.
- Management commitment to sponsoring change and willingness to allocate necessary resources.
- 50 to 500 employees at Michigan facilities.
- Share two years of financial data

### ➤ University of Michigan Economic Recovery Programs

The University of Michigan offers three programs aimed at strengthening and improving struggling manufacturing businesses, and identifying future growth, and assisting the community after a business closing.

- ❑ Plant Closing Community Assistance Program to offer an “early warning” to staff and support systems, as well as providing a response process for an actual closing.
- ❑ Growth Sector Analysis: Jobs for the Future is intended to identify industries that have future growth potential throughout the nation, and how these findings apply in Michigan.
- ❑ Automotive Manufacturing Assistance Program is designed to assist Michigan automotive suppliers in adjusting to change in their industry.



## Responsibilities (individuals/organizations)

Kurt Ries, Northeast Michigan Consortium, provides project oversight, direction and facilitates stakeholder meetings. The Northeast Michigan Consortium has also been actively collaborating with the NEN group in showing results of this initiative and in the review and evaluation of the business retention software/web-based tracking programs, as well as assessment or impact of DLEG- provided technical assistance potential to the region.

Mary Campbell & Barb Kurtz, M.C. Planning & Design (Consultant) have been responsible for the development and refinement of the matrix of services and providers. This has been done with input from the various agencies/entities serving the region. The Cross-training will be the joint responsibility of M. C. Planning & Design and staff from Northeast Michigan Consortium (Terry Basel and Liz Fagel). M. C. Planning & Design has also been involved in the review and evaluation of the business retention software/web-based tracking programs.

Liz Fagel, Northeast Michigan Consortium is responsible for working with NEN on the technical evaluation of the business retention programs/web-based tracking programs Synchronist and Executive Pulse, for the applicability for Northeast Michigan.

## Milestones/Timeframes

See Appendix C, Project timeline.

### Milestones

- ❑ Draft Matrices distributed to all eight counties and regional agencies (Mar 2007)
- ❑ Regional Cross Training (Late June 2007)
- ❑ Selection and purchase of Business retention/contact tracking software
- ❑ Implementation of Business retention and contact tracking program

## Status Notes

- Matrices have been prepared for each of the eight counties. (see Appendix B). After initial review by the Stakeholder Steering Committee and local agencies, the matrix format was refined and applied to the other six counties and finally a regional summary prepared.
- Extensive review and evaluation of Synchronist and Executive Pulse, including two webinar demonstrations of each, formulation of selection criteria and group weighting of such criteria, establishment of sub-committees to review the technical aspects and governance issues, and multiple meetings.
- Cross training meeting has been re-scheduled in order to have a more effective meeting by including an introduction to the selected business retention software that will soon be provided as another tool available to the business service providers.
- The technical assistance services from MMTC or U of M are being review and promoted to appropriate businesses in the region.

## Next Steps

After web-based business retention software is selected, the partners will review which agencies will be using the software, and will **establish a strategy for targeting industries and employers, prioritizing business contacts** and **establish referral protocols** to be used with the software.

## **(2.) Assess/Update the status of local workforce and economy**

### **Key Partners**

See Appendix A.

Additionally,

- Northern Michigan Economic Network, County and regional Economic Development specialists.
- Jason Palmer, Bureau of Labor Market Information and Strategic Information, MDLEG
- Other DLEG staff and technical assistance resources as appropriate.

### **Summary of Strategies/Activities**

- ❑ Compile current data regarding the local workforce and economy and disseminate throughout the region. (see Appendix D)
- ❑ Regional data regarding the Industry Sector Analysis for Northeast Michigan (technical assistance from DLEG-Bureau of Labor Market Information) has been used in assessing the status of the region as well as the regional annual planning information report (DLEG-LMI).
- ❑ Work with local Economic Development specialists to assess the workforce and economy both at the county level and regionally.
- ❑ Participate in regional meetings to gather both local and regional information and share updates.
- ❑ Asset mapping--identify resources and assets that are available in the region, identify any gaps and facilitate the re-alignment of resources as appropriate. A resource table, to supplement the regional assets map, will summarize both financial and other types of available resources available to businesses.
- ❑ Share information regionally.

### **Summary of Economic Status of Northeast Michigan**

As detailed in the data in Appendix D, the economic well-being of Northeast Michigan continues to lag behind that of the State as a whole, in terms of higher unemployment and lower average wages. Also of concern, is that the largest numbers of jobs that are being lost have been in manufacturing, retail trades and construction, many of which were higher paying jobs.

The largest growth rates in the region are in educational services, health care and social assistance, however due to relatively low population in the region, the largest percentage growth rates do not necessarily translate into a large number of jobs. Additionally, unfortunately the greatest numbers of job openings in these fields are typically in some of the lower wage jobs.

A review of both the growth industries and competitive advantage industries for the Northeast region reveals only two types of manufacturing, while the other industries listed include

hospitals/health care services and social services, and the majority of the remaining listed industries are service or retail related. Similar trends are seen in the developing industries for the region.

As identified either by DLEG-LMI or by stakeholders in the region, the identified emerging markets for Northeast Michigan are healthcare related, tourism/hospitality, value-added agriculture and entrepreneurial endeavors.

Healthcare and tourism/hospitality are two industries which have been identified as growth, core and/or competitive advantage industries for Northeast Michigan. These two industries are the focus of two on-going Regional Skill Alliance projects designed to retain local talent by providing some training opportunities to meet the industry needs. The local community colleges have developed additional coordinated efforts to further meet the industry needs related to healthcare occupations.

Due to the struggling economy, it is even more important now for the region to work together at a regional level. The success of the Northeast Michigan Healthcare Workforce Alliance (RSA) and the recent collaborative efforts and the enhanced working relationship with the Northern Michigan Economic Network, has once again demonstrated the value of the regional efforts.

### **Responsibilities (individuals/organizations)**

Mary Campbell & Barb Kurtz, M.C. Planning & Design (Consultant) are responsible for the development and refinement of the resource table and associated mapping. The Consultant is also responsible for compiling updated data, with assistance from **Jason Palmer (DLEG)** and presenting the data in a user-friendly format. The initial data is being shared with local economic development corporation (EDC) staff to solicit local input to determine other local workforce issues & opportunities. This information will then be shared throughout the region.

**Local Economic Development Specialists** (see Appendix A), will assist with the dissemination of information to local EDCs.

### **Milestones/Timeframes**

See Appendix C, Project timeline.

#### **Milestones**

- ❑ Data compiled and distributed through regional meetings of the Education Advisory Group, the Workforce Development Board and the Administrative Board of the Northeast Michigan Consortium.
- ❑ Summary of NE Region workforce and economic status will be presented in Summer 2007 newsletter.

### **Status Notes**

- The initial concept of a resource table is being merged with the regional asset mapping concept, this process is on going and the participants from the region will be able to take advantage of

the asset mapping. Technical assistance offered in early June. Thus, this component is currently a work in process.

- Data for the region has been obtained and/or compiled (see Appendix D), additional data regarding local emerging markets is being explored.

### **(3.) Rapid-response**

#### **Key Partners**

See Appendix A.

Jeff Ratcliffe, Otsego County Economic Alliance

Laura Budreau, Northeast Michigan Community Services Agency - Michigan Works!

#### **Strategies/Activities**

- ❑ Prepare a summary of the recent experiences with the Georgia Pacific plant closing (3/6/06) in Gaylord.
- ❑ Prepare a draft regional response model, using the Gaylord experience and the state prepared strategies. (see Appendix E)
- ❑ Circulate draft model for comment from Steering Committee and local EDC specialists.
- ❑ Explore how a web-based tracking system, can be utilized to enable service providers to more easily collaborate to identify “at-risk” businesses and consequently more effectively provide services to support and enable such businesses to thrive.

#### **Responsibilities (individuals/organizations)**

Jeff Ratcliffe, Otsego County Economic Alliance and Laura Budreau, Michigan Works! summarized the experience in Gaylord with the plant closure and how matters were handled.

Mary Campbell & Barb Kurtz, M.C. Planning & Design (Consultant) are responsible for using the “Gaylord case study” and technical assistance input from the State to prepare a model for rapid response for Northeast Michigan.

Jeff Ratcliffe, Otsego County Economic Alliance and Liz Fagel, Northeast Michigan Consortium are investigating Synchronist and/or similar other products as an effective tool for tracking businesses to better address the local needs, and assist “at-risk” businesses.

#### **Milestones/Timeframes**

See Appendix C, Project timeline.

##### **Milestone**

- ❑ Rapid Response-Model for Northeast Michigan –made available and (unfortunately the need is there) so the model is being used.

#### **Status Notes**

- A summary of the Gaylord plant closure (Georgia-Pacific, 3/6/06) has been prepared.
- A regional rapid response document was drafted based both on the local experience and the state model, and has since been modified based on regional review and comment.
- Rapid Response – Model for Northeast Michigan (see Appendix E)—is the current working draft which has unfortunately has been put into use a number of times over the past month with recent layoffs, plant closures or announcement of pending closures.

## (4.) Layoff Aversion

### Key Partners

See Appendix A.

### Summary of Strategies/Activities

- ❑ Explore, research and select a business retention/web-based tracking system, that can be utilized to enable service providers to more easily collaborate to identify “at-risk” businesses and consequently more effectively provide services to support and enable such businesses to thrive.
- ❑ Coordinate with NEN to ensure regional discussions occur regarding how to determine “at risk” business, and utilize the business retention software, as an added tool for monitoring the “at-risk” factors.
- ❑ Economic development and business liaison representatives from NE Michigan participate in the Business Solutions Professionals training who can then both practice the techniques in the region and serve to “champion” the program to their colleagues in the region.

### Responsibilities (individuals/organizations)

Northern Michigan Economic Network is facilitating the evaluation of the business retention software, in cooperation with the Northeast Michigan Consortium and the Northwest Michigan Council of Governments.

Jeff Ratcliffe, Otesgo County Economic Alliance, Matt McCaulley, Northwest Michigan Council of Governments, Liz Fagel, Northeast Michigan Consortium and others are actively evaluating the technical aspects of Synchronist and Executive Pulse, as an effective tool for tracking businesses to better address the local needs, and assist “at-risk” businesses.

### Milestones/Timeframes

See Appendix C, Project timeline.

#### Milestones

- ❑ Selection and purchase of Business retention/contact tracking software
- ❑ Implementation of Business retention and contact tracking program
- ❑ Business Solutions Professionals training participation (Summer/Fall 2007)

### Status Notes

- Selection of the business retention/web-based tracking software is anticipated by the end of June.
- At least two participants from the NE Region are scheduled to attend the next session of the Business Solutions Professionals training course.

## **(5.) Attract and Retain Talent**

### **Key Partners**

See Appendix A.

Community Colleges and M-TEC  
Economic Development specialists  
Workforce Development Board  
Education Advisory Group  
Career and Technical Education programs

### **Summary of Strategies/Activities**

- ❑ Conduct stakeholder meetings to share the technical assistance information from the State and solicit local information.
- ❑ Conduct key person interviews with education and training providers to determine how educational opportunities align with the emerging markets.
- ❑ Asset mapping – then identify any gaps after reviewing the community and regional assets.
- ❑ Develop a strategy to address the identified gaps.
- ❑ K-12 districts and the Career and Technical Education programs have been actively involved in the 21<sup>st</sup> Century Workforce initiative through the EAG, as well as through partnerships with the two Regional Skill Alliances in healthcare and hospitality/tourism.
- ❑ Communicate identified needs to the region.
- ❑ Northeast Michigan has implemented the 21<sup>st</sup> Century Scholarship program to retrain local talent in key demand occupations to meet the needs of industry (see Appendix F).
- ❑ Attracting and retaining talent in the healthcare and tourism/hospitality industries are the focus of two on-going RSA efforts in Northeast Michigan.

### **Additional Related Activities**

- ❖ Innovative and collaborative education and training opportunities are being provided locally to meet demands for healthcare occupations—some programs facilitated through the Northeast Michigan Healthcare Workforce Alliance (RSA), and since then other collaborations have been initiated through cooperative efforts between community colleges and the M-TEC.
- ❖ Entrepreneurial programs being offered at high school and college level. Currently there is a multi-county entrepreneurial pilot program that is underway where partners from Alcona, Alpena and Presque Isle Counties, the City of Alpena and Rogers City are collaborating as “regional community” within the “Creating Entrepreneurial Communities” training and support program.
- ❖ Value-added agriculturally related industries being promoted and pursued in the Hillman area, with support from a local group-Northern Innovative Communities (NIC), as well as with projects in Presque Isle County.



## Responsibilities (individuals/organizations)

Kurt Ries, Northeast Michigan Consortium, provides project oversight, direction and facilitates stakeholder meetings.

Mary Campbell & Barb Kurtz, M.C. Planning & Design (Consultant) are responsible for key person interviews, and presenting information at meetings. They work with the steering committee and other regional groups to identify the gaps and assist with the development of a strategy to address the gaps. An electronic newsletter will be prepared and distributed to share the information.

## Milestones/Timeframes

See Appendix C, Project timeline.

### Milestones

- ❑ Regional Asset Mapping –completion following training early June 2007
- ❑ Establishment of the regional community entrepreneurial training and support program.

## Status Notes

- Regional efforts are continuing to creatively address the need for healthcare professionals in a number of occupational jobs. This effort is through the Northeast Michigan Healthcare Workforce Alliance (RSA) in cooperation with the local community colleges, as well as through separate collaborative efforts initiated by the community colleges and the M-TEC.
- Initial lists and resource tables have been compiled, and will be refined to supplement the regional asset mapping.
- Asset mapping—initial assets have been identified, but not yet mapped. This will occur at or following the training session in early June 2007.

## (6.) Communication Strategy

### Key Partners

See Appendix A.

### Strategies/Activities

- ❑ Develop a communications plan for both internal (between partners) and external (public) communications, including targeted communications with business and industry.
- ❑ External communication goals and strategies are continuing to evolve and will be a focus for the 2<sup>nd</sup> year.
- ❑ Prepare a quarterly electronic newsletter to facilitate communication with the public.
- ❑ Produce quarterly newsletter starting middle of 2007.
- ❑ Prepare periodic press releases.
- ❑ Business retention/web-based tracking will serve as an internal communication tool.

### Responsibilities (individuals/organizations)

Kurt Ries, Northeast Michigan Consortium, provides oversight, direction and approval for communications.

Mary Campbell & Barb Kurtz, M.C. Planning & Design (Consultant) are responsible for the development of communication materials for review and approval by Kurt Ries, Northeast Michigan Consortium.

### Milestones/Timeframes

See Appendix C, Project timeline.

#### Milestones

- ❑ Project timeline (see Appendix C)
- ❑ Begin dissemination information externally through the project partners, including the Workforce Development Board members, the Education Advisory Group members and the Northern Michigan Economic Network.
- ❑ Publication and distribution of initial Creating the 21<sup>st</sup> Century Workforce in Northeast Michigan newsletter (Summer 2007)

### Status Notes

- Internal communication and updates have been on-going through updates provided at regional meetings.
- Utilize project partners to start the external dissemination of information.
- The initial public newsletter is scheduled to be published and distributed throughout the region in late June. This timing has been pushed back to accommodate the asset mapping and the decision-making process for the business retention software.

## Summary

Northeast Michigan is actively moving forward with *Developing Coordinated Regional Strategies to Create the 21<sup>st</sup> Century Workforce*. Northeast Michigan is working both with regional groups and with the local counties to ensure that the strategies being pursued are appropriate at both the local and regional levels. The early emphasis in the planning process is with local contacts in order to build the foundation for the regional plan. Although some of the plan components were initially developed on a County by County basis and then synthesized into a region-wide component, through the planning process, this effort has evolved to have a more regional emphasis. This approach provided the local Counties with both specific local information as well as the regional data. Where appropriate, such as with the Rapid-Response Model, a regional model has been refined and is already being applied locally as needed.

Currently the region has two Regional Skills Alliances (RSAs), one in the area of health care and the other in the area of tourism/hospitality—both of which are seen as emerging markets in our region as well as at a state-wide level. These and other emerging markets will be further explored to strengthen the economy of NE Michigan. The Northeast region is pursuing training regarding the Business Solutions best practices in hopes of utilizing these techniques in the region. Due to the struggling economy, it is even more important now for the region to work together at a regional level.

The Developing Coordinated Regional Strategies for Creating a 21<sup>st</sup> Century Workforce initiative has provided Northeast Michigan with the impetus to create new partnerships and strengthen existing collaborations to better serve the eight county region of Northeast Michigan. These new and strengthened partnerships have resulted in the local Michigan Works! Agency (MWA) working more closely with the economic development efforts, as seen in the collaboration with the Northern Michigan Economic Network and the selection of the business retention software. The proposed implementation of one software program to be utilized across the eighteen county area of both the NE and NW regions will greatly assist both the NE and NW regions to serve employers with a more unified approach, and foster increased cooperation between regions.

**CREATING THE 21<sup>ST</sup> CENTURY WORKFORCE:  
DEVELOPING COORDINATED REGIONAL STRATEGIES  
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## NORTHEAST MICHIGAN EDUCATION ADVISORY GROUP (EAG)

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<b>Kathy Bodzick</b> Vocational Counselor 2006		Michigan Rehabilitation Services P. O. Box 1089 Indian River, MI 49749    bodzickk@michigan.gov	Phone: (231) 238-4911 Fax: (231) 238-4916
<b>Paul Brunell</b> Community Education Director 2005		Crawford-AuSable Schools 403 E. Michigan Avenue Grayling, MI 49738    pbrunell@casdk12.net	Phone: (989) 344-3535 Fax: (989) 348-1469
<b>Edward Buck, Chair</b> Regional Career and Technical Education Director 2005		Alpena Public Schools 2373 Gordon Road Alpena, MI 49707    bucke@alpenaschools.com	Phone: (989) 358-5277 Fax: (989) 358-5322
<b>Greg Bush</b> Career & Technical Education Administrator 2006		COOR ISD 11051 N. Cut Road Roscommon, MI 48653-0827 bushgreg@coorisd.k12.mi.us	Phone: (989) 275-9536 Fax: (989) 275-6788
<b>Mary Campbell</b> Owner 2005		MC Planning & Design 504 Liberty Street Petoskey, MI 49770 mcampbell@mcplanningdesign.com	Phone: (231) 487-0745 Fax: (231) 487-0746
<b>Tim Dykstra, Vice Chair</b> Dean of Instruction 2005		North Central Michigan College 1515 Howard Street Petoskey, MI 49770    tdyks@ncmich.edu	Phone: (231) 348-6660 Fax: (231) 348-6628
<b>Sheryl Florian</b> Vocational Director 2006		Gaylord Community Schools 90 Livingston Blvd. Gaylord, MI 49735 florians@gaylord.k12.mi.us	Phone: (989) 731-0969 x1286 Fax: (989) 731-2585
<b>James Gendernalik</b> Principal 2005		Mio AuSable High School 1110 West 8 <sup>th</sup> Street Mio, MI 48647	Phone: (989) 826-2483 Fax: (989) 826-2416
<b>Gary Goren</b> Director, General Education Services 2006		AMA ESD 2118 U.S. 23 South Alpena, MI 49707 goreng@amaesd.k12.mi.us	Phone: (989) 354-3101 Fax: (989) 356-3385
<b>Tom Harmon</b> Superintendent 2005		Hillman Community Schools 245 Third Street Hillman, MI 49746    harmont@amaesd.k12.mi.us	Phone: (989) 742-2908 Fax: (989) 742-4509
<b>Jackie Herman</b> Vocational Director 2005		Cheboygan Area Schools 801 West Lincoln Cheboygan, MI 49721 hermanje19@yahoo.com	Phone: (231) 627-3331 Fax: (231) 627-2430
<b>James Hilgendorf</b> Superintendent 2006		Johannesburg-Lewiston Schools 10854 Highway M-32 Johannesburg, MI 49751    supt@joburg.JLAS.org	Phone: (989) 732-1773 x222 Fax: (989) 732-6556
VACANT (Louis) 2005		Rogers City Area Schools 251 West Huron Avenue Rogers City, MI 49779	Phone: (989) 734-4013 x103 Fax: (989) 734-7428

<b>Kathy Marsh</b> Dean of Instruction 2005	Kirtland Community College 10775 N. St. Helen Road Roscommon, MI 48653 marshk@kirtland.edu	Phone: (989) 275-5000 x245 Fax: (989) 275-6775
VACANT (Moerdyke) 2006	Fairview Area Schools P. O. Box 129 Fairview, MI 48621	Phone: (989) 848-7002 Fax: (989) 848-7070
<b>Gary Phillips</b> Principal 2006	Wolverine Community Schools P.O. Box 219 Wolverine, MI 49799-0219 phillg@pace.k12.mi.us	Phone: 9231) 525-9050 Fax: (231) 525-8591
<b>Gene Scott</b> Construction Contractor 2005	414 East Third Street Gaylord, MI 49735	Phone: (989) 732-2270 Cell: (989) 858-0283
<b>Roy Smith</b> Dean of Instruction 2006	Alpena Community College 666 Johnson Street Alpena, MI 49707 smithr@alpenacc.edu	Phone: (989) 358-7443 Fax: (989) 358-7561
<b>Barbara Soffredine</b> Director of General Education 2005	COP ESD 6065 Learning Lane Indian River, MI 49749	Phone: (231) 238-9394 x226 Fax: (231) 238-8551
VACANT (Stratton) Superintendent 2006	Posen Consolidated Schools P. O. Box 187 10575 Michigan Avenue Posen, MI 49776-0187	Phone: (989) 766-2573 Fax: (989) 766-2519
<b>John Swise</b> Chief Executive Officer 2005	Northeast Michigan Community Service Agency 2375 Gordon Road Alpena, MI 49707	Phone: (989) 356-3474, x225 Fax: (989) 354-5909
<b>Bob Szymoniak</b> Superintendent 2005	Onaway Area Schools 4549 S. M-33 Highway Onaway, MI 49765	Phone: (989) 733-8423 Fax: (989) 733-8612
<b>Jim Watts</b> Principal 2006	Lincoln-Alcona Schools 51 North Barlow Road P. O. Box 249 Lincoln, MI 48742 wattsj@amaesd.k12.mi.us	Phone: (989) 736-8534 Fax: (989) 736-8495
<b>Susan Whitener</b> Career Coordinator 2006	Inland Lakes Schools 5243 S. Straits Highway Indian River, MI 49749 swhitener@inlandlakes.org	Phone: (231) 238-6868 X9-222 Fax: (231) 238-4181

\* Terms expire on June 30 of the stated year

**Workforce Development Board of Northeast Michigan  
Education Advisory Group (EAG)  
Alternates**

<b>Name</b>	<b>Term*</b>	<b>Representing/Address</b>	<b>Phone/Fax</b>
Dave Antkowiak Rehabilitation Counselor		For: Kathy Bodzick Michigan Rehabilitation Service P. O. Box 1089 Indian River, MI 49749	Phone: (231) 238-4911 Fax: (231) 238-4916
Tom Baker		For: Gary Goren AMA ESD 2118 U.S. 23 South Alpena, MI 49707	Phone: (989) 354-3101 Fax: (989) 356-3385
Martha Braun Guidance Counselor		For: James Gendernalik Mio AuSable High School 1110 West 8 <sup>th</sup> Street Mio, MI 48647	Phone: (989) 826-2488 Fax: (989) 826-2416
Barbara Kurtz Educational Consultant		For: Mary Campbell MC Planning & Design 3890 Sunnyside Road Alanson, MI 49706 bkurt@ncmich.edu	Phone: (231) 529-6549
Tammy Gerdes		For: Greg Bush COOR ISD 11051 North Cut Road Roscommon, MI 48653-0827	Phone: (989) 275-9536 Fax: (989) 275-6788
Mike Grulke		For: Dennis Stratton Posen Consolidated Schools 10575 Michigan Avenue Posen, MI 49776-0187	Phone: (989) 766-2573 Fax: (989) 766-2519
Sandra Jeanotte Instructional Services Administrator		For: Jackie Herman Cheboygan Area Schools 504 Division Street Cheboygan, MI 49721	Phone: (231) 627-4436 Fax: (231) 627-9105
Danica Nowak Career & Guidance Counselor		For: Jim Hilgendorf Johannesburg-Lewiston Schools 10854 Highway M-32 Johannesburg, MI 49751	Phone: (989) 732-1773 Fax: (989) 732-6556
Sue Van Den Hoek Program Director		For: Gary Phillips Wolverine Community Schools P. O. Box 219 Wolverine, MI 49799-0219 vandenhswwolverine@.k12.mi.us	Phone: (231) 525-9050, x118 Fax: (231) 525-8591



## Northern Michigan Economic Network

The Northern Michigan Economic Network is a collaboration of economic development specialists working at the local, county or regional level across Northern Michigan, including the eight counties of the NE Michigan region and the 10 counties of the NW Michigan region, as well as counties from the 7B region. While this group is not structured as a formal association, the individuals from this group are actively involved in economic development issues across northern Michigan and have insights as to what is occurring in various part of the collective region.

Membership List

FIRST	LAST	REPRESENTING	ADDRESS	CITY	STATE	ZIP
Ben	Bartlett	MSU Extension - Cheboygan County	P.O. Box 70	Cheboygan	MI	49721
Carl	Bourdelaais	SBTDC	666 Johnson St.	Alpena	MI	49707
Tino	Breithaupt	Traverse City Area Chamber of Commerce	202 E. Grandview Parkway	Traverse City	MI	49684
Bill	Carpenter	MSU Extension - Iosco County	P.O. Box 599	Tawas City	MI	48764
Ann	Chastain	MSU Extension - Emmet County	3434 Harbor/Petoskey Rd.	Harbor Springs	MI	49740
Gaila	Gilliland	Crawford Co Economic Dev't Partnership	P.O. Box 141	Grayling	MI	49738
Andy	Hayes	Northern Lakes Economic Alliance	P.O. Box 8	Boyne City	MI	49712
MaryAnn	Heidemann	MSU Extension - Arenac County	120 N. Grove St., Box 745	Standish	MI	48658
Renee	Ihlenfeldt	Manistee County Econ. Dev. Office	11 Cypress St.	Manistee	MI	49660
Laura	Ingles	Northeast Michigan Council of Gov'ts	P.O. Box 457	Gaylord	MI	49734
Bob	Jones	Missaukee County	100 Roland St	McBain	MI	49657
Jan	Kellogg	Northern Lakes Economic Alliance and Northwest Mich Council of Govt.	P.O. Box 8	Boyne City	MI	49721
Matt	McCauley	Northwest Michigan Council of Governments	P.O. Box 506	Traverse City	MI	49685
Mike	Modrzynski	Tawas Area Chamber of Commerce	P.O. Box 608	Tawas City	MI	48764
Lydia	Murray	Michigan Economic Development Corporation	4905 Valley View	Bellaire	MI	49615

FIRST	LAST	REPRESENTING	ADDRESS	CITY	STATE	ZIP
Helen	Pasakarnis	Tax Increment Finance Authority	P.O. Box 672	East Tawas	MI	48730
Jeff	Ratcliffe	Otsego County Economic Alliance	1062 Cross St.	Gaylord	MI	49735
Dave	Schleicher	Oscoda Co. EDC	PO Box 399	Mio	MI	48649
Steve	Schnell	Mackinaw City	P.O. Box 580	Mackinaw City	MI	49701
Candace	Stephens	Montmorency County EDC	P.O. Box 789	Atlanta	MI	49709
Bethany	Styer	Alcona County EDC	P.O. Box 272	Harrisville	MI	48740
Bill	Tencza	Cadillac Area Chamber of Commerce				
Tom	Trimmer	USDA - Rural Development	P.O. Box 309	Fairview	MI	48621
Bill	Valentine	Presque Isle Co. EDC	658 S. Bradley	Rogers City	MI	49779
Bonnie	Zoia	Ogemaw Co. EDC	205 S. 8th St.	West Branch	MI	48661
Lee	Shirley	Target Alpena	PO Box 65	Alpena	MI	49707

## EXTENDED NEN

Terry	Basel	Northeast Michigan Consortium	P.O. Box 711	Onaway	MI	49770
Laura	Budreau	NE Michigan Works!	111 S. Michigan	Gaylord	MI	49735
Mary	Campbell	MC Planning & Design	504 Liberty St.	Petoskey	MI	49770
Liz	Fagel	Northeast Michigan Consortium	P.O. Box 711	Onaway	MI	49733
Jerilyn	Hyde	NE Michigan Works!	P.O. Box 711	Onaway	MI	49733
Barb	Kurtz	MC Planning & Design	504 Liberty St.	Petoskey	MI	49770
Kurt	Ries	Northeast Michigan Consortium	P.O. Box 711	Onaway	MI	49733
Toni	Slater	NW Michigan Works!	1209 S. Garfield	Traverse City	MI	49686
Deb	Vogel	NW Michigan Works!	1209 Garfield	Traverse City	MI	49686

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries Director	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Dawn Stone Area Manager  Laura Budreau Program Director	(989) 736-6082 (989) 358-3129 (989) 705-8476	<a href="mailto:StoneD@nemcsa.org">StoneD@nemcsa.org</a> <a href="mailto:BudreauL@nemcsa.org">BudreauL@nemcsa.org</a>	202 S. 2 <sup>nd</sup> St. Suite B P.O. Box 316 Lincoln, MI 48742	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Alcona and Alpena Counties
Michigan Works! Business Liaison	Tom Imel	(989) 356-3339 (989) 736-6082	<a href="mailto:Tom@miworks-nemc.gen.mi.us">Tom@miworks-nemc.gen.mi.us</a>	202 S. 2 <sup>nd</sup> St. Suite B P.O. Box 316 Lincoln, MI 48742	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Alcona and Alpena Counties
Economic Development	Bethany Styer Denise Hartz	(989) 739-7558 (989) 724-9515	<a href="mailto:styerbet@hotmail.com">styerbet@hotmail.com</a>	3534 Hillcrest Drive P.O. Oscoda, MI 48750	Small business training, seminars and business incubators	Alcona County
Unemployment Insurance Agency	By Phone / Internet or Website To file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant 1-800-638-3995 Employers 1-800-638-3994	None	P.O. Box 169 Grand Rapids, MI 49501	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution	Michigan
Michigan Rehabilitation Services	Dave Antkowiak	(989) 736-6082 Alpena Main Office (877) 901-7397 Toll Free	<a href="mailto:AntkowiakD@michigan.gov">AntkowiakD@michigan.gov</a>	Satellite Location 202 Second St. Suite B Lincoln, MI 48742	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Alcona County
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	<p>NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for:</p> <ul style="list-style-type: none"><li>• Planning &amp; community development</li><li>• Enhancing &amp; protecting the environment</li><li>• Data input &amp; analysis</li><li>• Transportation improvements</li><li>• Recreation planning &amp; development</li><li>• Solid waste planning / land use planning</li><li>• Grant writing assistance, CDBG</li><li>• Financing options assistance</li></ul>	NE Region 8 Counties
Alpena Community College	Roy Smith Administrator	(989) 356-9021 Toll-free: 1.888.468.6222	<a href="mailto:smithr@alpenacc.edu">smithr@alpenacc.edu</a>	666 Johnson St. Alpena, MI 49707	ACC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all of Northeast Michigan. The Huron Shores Campus in Oscoda serves residents in and around Iosco County. In addition, offering selected classes in Rogers City, Whittemore and Tawas City.	Northern Michigan
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	<p>The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business.</p> <ul style="list-style-type: none"><li>• <i>Free, one-on-one confidential counseling</i></li><li>• <i>Free and low cost seminars and workshops</i></li><li>• <i>Continuing education classes</i></li><li>• <i>Assistance with developing your financial projections and business plan</i></li><li>• <i>Customized training for your employees</i></li><li>• <i>Free resource library</i></li><li>• <i>Access to government-backed microloans</i></li></ul>	

ALCONA COUNTY  
NORTHEAST MICHIGAN

APPENDIX B  
BUSINESS SERVICE PROVIDERS MATRIX

Michigan State University Cooperative Extension	Bonnie Wichtner-Zoia Director	(989) 724-6478	<a href="mailto:alcona@msue.msu.edu">alcona@msue.msu.edu</a> <a href="mailto:zoia@msu.edu">zoia@msu.edu</a>	320 S. State St. Harrisville, MI 48740	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Alcona County
Michigan Economic Development Corporation	Lydia Murray	(517) 335-4839	<a href="mailto:murrayl1@michigan.gov">murrayl1@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties
SCORE (Service Corps of Retired Executives)	Herb Carlson Chapter Chair	(231) 347-4150	<a href="mailto:chamber@petoskey.com">chamber@petoskey.com</a>	Tip of the Mitt SCORE Chapter 0622 401 E. Mitchell Petoskey, MI 49770	Retired professional volunteers provide counseling to in-business entrepreneurs and those looking to start a small business. Workshops are also available for a modest fee.	Emmet Charlevoix Cheboygan Otsego
Huron Shores Chamber of Commerce	Jeanne Meskus	(989) 724-5107	Website: <a href="http://www.huronshorescc.com">www.huronshorescc.com</a>	410 W. Main St. Harrisville, MI 48740	Community information resource on topics such as area recreation, lodging, events, camping, construction, business, and attractions.	Alcona County
Labor Union Reps	<a href="http://www.unions.org">www.unions.org</a> for local directory					

ALPENA COUNTY  
NORTHEAST MICHIGAN

BUSINESS SERVICE PROVIDERS MATRIX

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Dawn Stone, Area Manager  Laura Budreau, Program Manager	(989) 356-3339	<a href="mailto:stoned@nemcsa.org">stoned@nemcsa.org</a>  <a href="mailto:LAURA@miworks-nemc.gen.mi.us">LAURA@miworks-nemc.gen.mi.us</a>	315 W. Chisholm Alpena, MI 49707	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Alpena County
Michigan Works! Business Liaison	Tom Imel	(989) 356-3339 (989) 736-6082	<a href="mailto:tom@miworks-nemc.gen.mi.us">tom@miworks-nemc.gen.mi.us</a>	315 W. Chisholm Alpena, MI 49707	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Alcona and Alpena Counties
Target Alpena Economic Development Corporation	Lee Shirey	(989) 354-2666	targetalpena@chartermi.net	235 W. Chisholm Alpena, MI 49707	Local Economic Development Corporation, Business Assistance, Retention, Recruitment, Loan Program for Business Startups or Expansions, Tourism Development, Workforce Development, Grant Writing, Industrial Parks/Renaissance Zones, Data/Information Source for Economic Development	Alpena County
Chamber of Commerce	Jackie Krawczak	1-800-4-ALPENA (989) 354-4181	<a href="mailto:alpenachamber@chartermi.net">alpenachamber@chartermi.net</a>	235 W. Chisholm Alpena, MI 49707	Community information resource on topics such as area recreation, lodging, events, camping, construction, business, and attractions. Businesses working together to build commerce and a better business community.	Alpena County
Unemployment Insurance Agency	By Phone / Internet Website to file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant – 1-800- 638-3995 Employer – 1-800- 638-3994	None	Resolution Center 400 W. Main Gaylord, MI 49735 No Phone	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution.	Michigan
Michigan Rehabilitation Services	Elaine Carter	(989) 732-6433 (877) 901-7398	<a href="mailto:carterel@michigan.gov">carterel@michigan.gov</a>	1165 Elkview Suite 4, Lower Level Gaylord, MI 49735	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Michigan
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 Counties
Alpena Community College	Roy Smith	(989) 356-9021 Toll- free: 1.888.468.6222	<a href="mailto:smithr@alpenacc.edu">smithr@alpenacc.edu</a>	666 Johnson St. Alpena, MI 49707	ACC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all of Northeast Michigan. The Huron Shores Campus in Oscoda serves residents in and around Iosco County. In addition, offering selected classes in Rogers City, Whittemore and Tawas City.	Alcona, Alpena, Montmorency & Presque Isle Counties
Michigan State University Cooperative Extension	Mary Dunckel	(989) 354-9870	<a href="mailto:dunckel@msue.msu.edu">dunckel@msue.msu.edu</a>	603 S. 11 <sup>th</sup> Ave. Alpena, MI 49707	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Alpena County
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business. <ul style="list-style-type: none"><li>• <i>Free, one-on-one confidential counseling</i></li><li>• <i>Free and low cost seminars and workshops</i></li><li>• <i>Continuing education classes</i></li><li>• <i>Assistance with developing your financial projections and business plan</i></li><li>• <i>Customized training for your employees</i></li></ul>	Northern Michigan

					<ul style="list-style-type: none"><li>Free resource library</li></ul> <i>Access to government-backed microloans</i>	
Michigan Economic Development Center	Lydia Murray	(517) 335-4839	<a href="mailto:murray11@michigan.gov">murray11@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties



**CHEBOYGAN COUNTY  
NORTHEAST MICHIGAN**

**BUSINESS SERVICE PROVIDERS MATRIX**

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Tamara Ward Area Manager  Laura Budreau Program Director	(231) 627-4303	<a href="mailto:Tamara@miworks-nemc.gen.mi.us">Tamara@miworks-nemc.gen.mi.us</a> <a href="mailto:Laura@miworks-nemc.gen.mi.us">Laura@miworks-nemc.gen.mi.us</a>	825 S. Huron St. Ste. 5 P.O. Box 5217 Cheboygan, MI 49721	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Cheboygan County
Michigan Works! Business Liaison	Travis Leveille	(231) 627-4303	<a href="mailto:LeveilleT@nemcsa.org">LeveilleT@nemcsa.org</a>	825 S. Huron St. Ste. 5 P.O. Box 5217 Cheboygan, MI 49721	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Cheboygan County
Chamber of Commerce	Kim Pappas Executive Director	1-800-968-3302	Website: <a href="http://www.cheboygan.com">www.cheboygan.com</a>	124 North Main St. Cheboygan, MI 49721	Community information resource on topics such as area recreation, lodging, events, camping, construction, business, and attractions.	Cheboygan
Northern Lakes Economic Alliance	Andy Hayes, President Jan Kellogg, Economic Dev. Specialist	(231) 582-6482	<a href="mailto:andy@northernlakes.net">andy@northernlakes.net</a> <a href="mailto:jan@northernlakes.net">jan@northernlakes.net</a>	P.O. Box 8 Boyne City, MI 49712	NLEA fosters economic development through a combination of community and business development activities. NLEA partners with the relevant local, regional, State and federal organizations to provide business assistance with: business plan development, market analysis, financial assistance referrals, financial projections, brownfield redevelopment, business licensing assistance, and infrastructure development. NLEA assists local communities in such areas as: business retention and attraction, industrial park development, community marketing, downtown revitalization, historic preservation, strategic planning, economic assessment, grant writing and grant administration.	Antrim, Charlevoix, Cheboygan & Emmet Counties
Unemployment Insurance Agency	By Phone / Internet or Website To file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant 1-800-638-3995 Employers 1-800-638-3994	None	P.O. Box 169 Grand Rapids, MI 49501	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution	Michigan
Michigan Rehabilitation Services	Elaine Carter Candice Lee	(989) 732-6433 (877) 901-7398	<a href="mailto:cartere1@michigan.gov">cartere1@michigan.gov</a>	1165 Elkview Suite 4, Lower Level Gaylord, MI 49735	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Cheboygan County
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"><li>• Planning &amp; community development</li><li>• Enhancing &amp; protecting the environment</li><li>• Data input &amp; analysis</li><li>• Transportation improvements</li><li>• Recreation planning &amp; development</li><li>• Solid waste planning / land use planning</li><li>• Grant writing assistance, CDBG</li><li>• Financing options assistance</li></ul>	NE Region 8 Counties

Cheboygan County  
Northeast Michigan

Business Service Providers Matrix

Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	<p>The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business.</p> <ul style="list-style-type: none"><li>• <i>Free, one-on-one confidential counseling</i></li><li>• <i>Free and low cost seminars and workshops</i></li><li>• <i>Continuing education classes</i></li><li>• <i>Assistance with developing your financial projections and business plan</i></li><li>• <i>Customized training for your employees</i></li><li>• <i>Free resource library</i></li><li>• <i>Access to government-backed microloans</i></li></ul>	Northern Michigan
Michigan State University Cooperative Extension	Ben Bartlett	(231) 627-8815	<a href="mailto:bartle14@msu.edu">bartle14@msu.edu</a>	County Building P.O. Box 70 Cheboygan, MI 49721	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Cheboygan County
North Central Michigan College	Tim Dykstra	(231) 348-6660	<a href="mailto:tdyks@ncmich.edu">tdyks@ncmich.edu</a>	1515 Howard Street Petoskey, MI 49770	NCMC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all in Antrim, Cheboygan, Charlevoix, Emmet and Otsego Counties.	Antrim, Cheboygan, Charlevoix, Emmet & Otsego Counties
M-TEC @ Kirtland-Gaylord	Doty Latusek	(989) 705-3600	<a href="mailto:latuszed@k2.kirtland.cc.mi.us">latuszed@k2.kirtland.cc.mi.us</a>	80 Livingston Boulevard Gaylord, MI 49735	<b>The M-TEC at Kirtland-Gaylord</b> is a state-of-the art facility offering technical education in a unique, flexible, student-friendly manner. Dedicated to training, retraining, and updating job skills essential to high-demand, high-skill, high-wage occupations, specializing in construction and manufacturing technology. <b>Offering Workforce Development</b> classes that provide educational opportunities to the Center’s business and industry partners and is specifically designed to upgrade and/or enhance the job skills, including business and safety training.	Michigan
Michigan Economic Development Center	Lydia Murray	(517) 335-4839	<a href="mailto:murray11@michigan.gov">murray11@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
SCORE (Service Corps of Retired Executives)	Herb Carlson Chapter Chair	(231) 347-4150	<a href="mailto:chamber@petoskey.com">chamber@petoskey.com</a>	Tip of the Mitt SCORE Chapter 0622 401 E. Mitchell Petoskey, MI 49770	Retired professional volunteers provide counseling to in-business entrepreneurs and those looking to start a small business. Workshops are also available for a modest fee.	Emmet Charlevoix Cheboygan Otsego
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties



CRAWFORD COUNTY  
NORTHEAST MICHIGAN

BUSINESS SERVICE PROVIDERS MATRIX

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Heidi Powers Area Manager  Laura Budreau Program Director	(989) 348-8709	<a href="mailto:powersh@nemcsa.org">powersh@nemcsa.org</a> <a href="mailto:LAURA@miworks-nemc.gen.mi.us">LAURA@miworks-nemc.gen.mi.us</a>	4595 Salling St. P.O. Box 333 Grayling, MI 49735	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Crawford County
Michigan Works! Business Liaison	Kay Cosgray	(989) 348-8709	cosgrayk@nemcsa.org	4595 Salling St. P.O. Box 333 Grayling, MI 49735	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Crawford and Oscoda Counties
Crawford County Economic Development Partnership	Gaila J Gilliland	(989)348-9030	gailag@i2k.com	213 James St. P.O. Box 141 Grayling, MI 49738	“One Stop Shopping” economic development services to enhance experience of those wishing to locate or expand in Crawford County.	Crawford County
Chamber of Commerce	Tim Zigila	(989) 348-2921	Director@GraylingChamber.com	213 North James St. P.O. Box 406 Grayling, MI 49738	Community information resource on topics such as area recreation, lodging, events, camping, construction, business, and attractions.	Crawford County
Unemployment Insurance Agency	By Phone / Internet Website to file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant – 1-800- 638-3995 Employer – 1-800- 638-3994	None	Resolution Center 400 W. Main Gaylord, MI 49735 No Phone	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution.	Michigan
Michigan Rehabilitation Services	Elaine Carter	(989) 732-6433 (877) 901-7398	<a href="mailto:cartere1@michigan.gov">cartere1@michigan.gov</a>	1165 Elkview Suite 4, Lower Level Gaylord, MI 49735	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Michigan
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"><li>• Planning &amp; community development</li><li>• Enhancing &amp; protecting the environment</li><li>• Data input &amp; analysis</li><li>• Transportation improvements</li><li>• Recreation planning &amp; development</li><li>• Solid waste planning / land use planning</li><li>• Grant writing assistance, CDBG</li><li>• Financing options assistance</li></ul>	NE Region 8 Counties
M-TEC @ Kirtland-Gaylord	Doty Latusek	(989) 705-3600	<a href="mailto:latuszed@k2.kirtland.cc.mi.us">latuszed@k2.kirtland.cc.mi.us</a>	80 Livingston Boulevard Gaylord, MI 49735	<b>The M-TEC at Kirtland-Gaylord</b> is a state-of-the art facility offering technical education in a unique, flexible, student-friendly manner. Dedicated to training, retraining, and updating job skills essential to high-demand, high-skill, high-wage occupations, specializing in construction and manufacturing technology. <b>Offering Workforce Development</b> classes that provide educational opportunities to the Center’s business and industry partners and is specifically designed to upgrade and/or enhance the job skills, including business and safety training.	Michigan

CRAWFORD COUNTY  
NORTHEAST MICHIGAN

BUSINESS SERVICE PROVIDERS MATRIX

Michigan State University Cooperative Extension	Steve Fouch	(989) 344-3264	<a href="mailto:crawford@msue.msu.edu">crawford@msue.msu.edu</a>	200 W. Michigan Ave. Grayling, MI 49738	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Crawford County
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	<p>The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business.</p> <ul style="list-style-type: none"><li>• Free, one-on-one confidential counseling</li><li>• Free and low cost seminars and workshops</li><li>• Continuing education classes</li><li>• Assistance with developing your financial projections and business plan</li><li>• Customized training for your employees</li><li>• Free resource library</li><li>• Access to government-backed microloans</li></ul>	Northern Michigan
Michigan Economic Development Corporation	Lydia Murray	(517) 335-4839	<a href="mailto:murrayl1@michigan.gov">murrayl1@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties
Kirtland Community College	Kathy Marsh	(989) 275-5000	marshk@kirtland.edu	10775 N. St. Helen Road Roscommon, MI 48653	KCC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all in Crawford, Oscoda, Ogemaw, Otsego and Roscommon Counties.	Crawford, Oscoda, Ogemaw, Otsego & Roscommon

**MONTMORENCY COUNTY  
NORTHEAST MICHIGAN**

**BUSINESS SERVICE PROVIDERS MATRIX**

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries, Director	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Laura Budreau, Program Manager	(989) 785-4054	<a href="mailto:laura@miworks-nemc.gen.mi.us">laura@miworks-nemc.gen.mi.us</a>	Elkland Center 12519 State St. P.O. Box 836 Atlanta, MI 49709	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Montmorency County
Michigan Works! Business Liaison	Randy Neumann	(989) 733-8548 or (989) 785-4054	NeumanR@nemcsa.org	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Montmorency County
Montmorency County Economic Development	_____, Director	(989) 785-3358		P.O. Box 789 Atlanta, MI 49709	Small business training, seminars and business incubators	Montmorency County
Chamber of Commerce		(989) 742-3739		P.O. Box 506 Hillman, MI 49746	Community information resource on topics such as area recreation, lodging, events, camping, construction, business, and attractions.	Montmorency County
Unemployment Insurance Agency	By Phone / Internet or Website To file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant 1-800-638-3995 Employers 1-800-638-3994	None	P.O. Box 169 Grand Rapids, MI 49501	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution	Michigan
Michigan Rehabilitation Services	Elaine Carter Candice Lee	(989) 732-6433 (877) 901-7398	<a href="mailto:cartere1@michigan.gov">cartere1@michigan.gov</a>	1165 Elkview Suite 4, Lower Level Gaylord, MI 49735	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Michigan
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"><li>• Planning &amp; community development</li><li>• Enhancing &amp; protecting the environment</li><li>• Data input &amp; analysis</li><li>• Transportation improvements</li><li>• Recreation planning &amp; development</li><li>• Solid waste planning / land use planning</li><li>• Grant writing assistance, CDBG</li><li>• Financing options assistance</li></ul>	NE Region 8 Counties
Alpena Community College	Roy Smith Administrator	(989) 356-9021 Toll-free: 1.888.468.6222	<a href="mailto:smithr@alpenacc.edu">smithr@alpenacc.edu</a>	666 Johnson St. Alpena, MI 49707	ACC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all of Northeast Michigan. The Huron Shores Campus in Oscoda serves residents in and around Iosco County. In addition, offering selected classes in Rogers City, Whittemore and Tawas City.	Alcona, Alpena, Montmorency & Presque Isle Counties
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business. <ul style="list-style-type: none"><li>• Free, one-on-one confidential counseling</li><li>• Free and low cost seminars and workshops</li><li>• Continuing education classes</li></ul>	Northern Michigan

					<ul style="list-style-type: none"><li>• Assistance with developing your financial projections and business plan</li><li>• Customized training for your employees</li><li>• Free resource library</li><li>• Access to government-backed microloans</li></ul>	
Michigan State University Cooperative Extension	Dennis McClure	(989) 785-8013	<a href="mailto:mcclured@msu.edu">mcclured@msu.edu</a>	P.O. Box 789 Atlanta, MI 49709	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Montmorency County
M-TEC @ Kirtland-Gaylord	Doty Latusek	(989) 705-3600	<a href="mailto:latused@k2.kirtland.cc.mi.us">latused@k2.kirtland.cc.mi.us</a>	80 Livingston Boulevard Gaylord, MI 49735	<b>The M-TEC at Kirtland-Gaylord</b> is a state-of-the art facility offering technical education in a unique, flexible, student-friendly manner. Dedicated to training, retraining, and updating job skills essential to high-demand, high-skill, high-wage occupations, specializing in construction and manufacturing technology. <b>Offering Workforce Development</b> classes that provide educational opportunities to the Center’s business and industry partners and is specifically designed to upgrade and/or enhance the job skills, including business and safety training.	Michigan
Michigan Economic Development Center	Lydia Murray	(517) 335-4839	<a href="mailto:murrayl1@michigan.gov">murrayl1@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties

**OSCODA COUNTY  
NORTHEAST MICHIGAN**

**BUSINESS SERVICE PROVIDERS MATRIX**

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Heidi Powers, Area Manager  Laura Budreau, Program Manager	(989) 826-6107 (989) 348-8709	<a href="mailto:powersh@nemcsa.org">powersh@nemcsa.org</a>  <a href="mailto:LAURA@miworks-nemc.gen.mi.us">LAURA@miworks-nemc.gen.mi.us</a>	1329 S. Mt. Tom St. P.O. Box 608 Mio, MI 48647	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Oscoda County
Michigan Works! Business Liaison	Kay Cosgray	(989) 348-8709 (989) 826-6107	cosgrayk@nemcsa.org	1329 S. Mt. Tom St. P.O. Box 608 Mio, MI 48647	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Crawford and Oscoda Counties
Oscoda County Economic Development Corporation	Duane Roddy, Director	(989) 826-1123	edc@oscodacountymi.com	P.O. Box 399 Mio, MI 48647	Small business training, seminars and business incubators	Oscoda County
Oscoda County Chamber of Commerce		1-800-800-6133	info@oscodacounty.org	P.O.Box 670 Mio, MI 48647	Community information resource on topics such as area recreation, lodging, events, camping, construction, business and attractions.	Oscoda County
Unemployment Insurance Agency	By Phone / Internet Website to file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant – 1-800-638-3995 Employer – 1-800-638-3994	None	Resolution Center 400 W. Main Gaylord, MI 49735 No Phone	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution.	Michigan
Michigan Rehabilitation Services	Elaine Carter Candice Lee	(989) 732-6433 (877) 901-7398	<a href="mailto:cartere1@michigan.gov">cartere1@michigan.gov</a>	1165 Elkview Suite 4, Lower Level Gaylord, MI 49735	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Michigan
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"><li>• Planning &amp; community development</li><li>• Enhancing &amp; protecting the environment</li><li>• Data input &amp; analysis</li><li>• Transportation improvements</li><li>• Recreation planning &amp; development</li><li>• Solid waste planning / land use planning</li><li>• Grant writing assistance, CDBG</li><li>• Financing options assistance</li></ul>	NE Region 8 Counties
Kirtland Community College	Kathy Marsh	(989) 275-5000	marshk@kirtland.edu	10775 N. St. Helen Road Roscommon, MI 48653	KCC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all in Crawford, Oscoda, Ogemaw, Otsego and Roscommon Counties.	Crawford, Oscoda, Ogemaw, Otsego & Roscommon
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business. <ul style="list-style-type: none"><li>• Free, one-on-one confidential counseling</li><li>• Free and low cost seminars and workshops</li><li>• Continuing education classes</li><li>• Assistance with developing your financial projections and business plan</li><li>• Customized training for your employees</li><li>• Free resource library</li></ul>	Northern Michigan



OSCODA COUNTY  
NORTHEAST MICHIGAN

BUSINESS SERVICE PROVIDERS MATRIX

					<ul style="list-style-type: none"><li>Access to government-backed microloans</li></ul>	
Michigan State University Cooperative Extension	Phil Durst	(989) 826-1160	<a href="mailto:msue68@msu.edu">msue68@msu.edu</a>	P.O. Box 69 Mio, MI 48647	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Oscoda County
M-TEC @ Kirtland-Gaylord	Doty Latusek	(989) 705-3600	<a href="mailto:latused@k2.kirtland.cc.mi.us">latused@k2.kirtland.cc.mi.us</a>	80 Livingston Boulevard Gaylord, MI 49735	<b>The M-TEC at Kirtland-Gaylord</b> is a state-of-the art facility offering technical education in a unique, flexible, student-friendly manner. Dedicated to training, retraining, and updating job skills essential to high-demand, high-skill, high-wage occupations, specializing in construction and manufacturing technology. <b>Offering Workforce Development</b> classes that provide educational opportunities to the Center’s business and industry partners and is specifically designed to upgrade and/or enhance the job skills, including business and safety training.	Michigan
Michigan Economic Development Center	Lydia Murray	(517) 335-4839	<a href="mailto:murrayl1@michigan.gov">murrayl1@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties

**OTSEGO COUNTY  
NORTHEAST MICHIGAN**

**APPENDIX B  
BUSINESS SERVICE PROVIDERS MATRIX**

<b>Agency</b>	<b>Contact</b>	<b>Phone</b>	<b>E-mail</b>	<b>Address</b>	<b>Services</b>	<b>Area of Service</b>
Northeast Michigan Consortium	Kurt Ries Director	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Tamara Ward, Area Manger Laura Budreau, Program Director	(989) 732-3886 (231) 627-4303 (989) 705-8476	<a href="mailto:Tamara@miworks-nemc.gen.mi.us">Tamara@miworks-nemc.gen.mi.us</a> <a href="mailto:LAURA@miworks-nemc.gen.mi.us">LAURA@miworks-nemc.gen.mi.us</a>	111 S. Michigan P.O. Box 1220 Gaylord, MI 49735	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Otsego County
Michigan Works! Business Liaison	Laura Weiss	(989) 732-3886	<a href="mailto:weissl@nemsca.org">weissl@nemsca.org</a>	111 S. Michigan P.O. Box 1220 Gaylord, MI 49735	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Otsego County
Otsego County Economic Alliance	Jeff Ratcliffe	(989) 731-0288	<a href="mailto:ratclifj@msu.edu">ratclifj@msu.edu</a>	1062 Cross Street Gaylord, MI 49735	Business retention, expansion, and attraction assistance, incentive packaging, infrastructure planning, finance packaging and development, liaison to local government, vacant site and building inventory, research, small businesses assistance (affiliate office of the SB&TDC at Alpena Community College), and general community development	Otsego County
Chamber of Commerce	Bob Kasprzak	(989) 732-6333	<a href="mailto:bobk@gaylordchamber.com">bobk@gaylordchamber.com</a>	101 W. Main St. Gaylord, MI 49735	Community information resource on topics such as area recreation, lodging, events, camping, construction, business, and attractions.	Otsego County
Unemployment Insurance Agency	By Phone / Internet Website to file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant – 1-800- 638-3995 Employer – 1-800- 638-3994	None	Resolution Center 400 W. Main Gaylord, MI 49735 No Phone	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution.	Michigan
Michigan Rehabilitation Services	Elaine Carter	(989) 732-6433 (877) 901-7398	<a href="mailto:cartere1@michigan.gov">cartere1@michigan.gov</a>	1165 Elkview Suite 4, Lower Level Gaylord, MI 49735	Services is to assist individuals with disabilities into employment and self-sufficiency. Providing ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC.	Michigan
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"> <li>• Planning &amp; community development</li> <li>• Enhancing &amp; protecting the environment</li> <li>• Data input &amp; analysis</li> <li>• Transportation improvements</li> <li>• Recreation planning &amp; development</li> <li>• Solid waste planning / land use planning</li> <li>• Grant writing assistance, CDBG</li> <li>• Financing options assistance</li> </ul>	NE Region 8 Counties

OTSEGO COUNTY  
NORTHEAST MICHIGAN

APPENDIX B  
BUSINESS SERVICE PROVIDERS MATRIX

M-TEC @ Kirtland-Gaylord	Doty Latusek	(989) 705-3600	<a href="mailto:latused@k2.kirtland.cc.mi.us">latused@k2.kirtland.cc.mi.us</a>	80 Livingston Boulevard Gaylord, MI 49735	The M-TEC at Kirtland-Gaylord is a state-of-the art facility offering technical education in a unique, flexible, student-friendly manner. Dedicated to training, retraining, and updating job skills essential to high-demand, high-skill, high-wage occupations, specializing in construction and manufacturing technology. <b>Offering Workforce Development</b> classes that provide educational opportunities to the Center’s business and industry partners and is specifically designed to upgrade and/or enhance the job skills, including business and safety training.	Michigan
North Central Michigan College	Tim Dykstra	(231) 348-6660	<a href="mailto:tdyks@ncmich.edu">tdyks@ncmich.edu</a>	1515 Howard Street Petoskey, MI 49770	NCMC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all in Antrim, Cheboygan, Charlevoix, Emmet and Otsego Counties.	Antrim, Cheboygan, Charlevoix, Emmet & Otsego Counties
Michigan State University Cooperative Extension	Phil Alexander	(989) 731-0272	<a href="mailto:otsego@msue.msu.edu">otsego@msue.msu.edu</a>	800 Livingston Blvd., Suite 4A-2 Gaylord, MI 49735	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Otsego County
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business. <ul style="list-style-type: none"><li>• Free, one-on-one confidential counseling</li><li>• Free and low cost seminars and workshops</li><li>• Continuing education classes</li><li>• Assistance with developing your financial projections and business plan</li><li>• Customized training for your employees</li><li>• Free resource library</li><li>• Access to government-backed microloans</li></ul>	Northern Michigan
Michigan Economic Development Corporation	Lydia Murray	(517) 335-4839	<a href="mailto:murrayl1@michigan.gov">murrayl1@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties
SCORE (Service Corps of Retired Executives)	Herb Carlson Chapter Chair	(231) 347-4150	<a href="mailto:chamber@petoskey.com">chamber@petoskey.com</a>	Tip of the Mitt SCORE Chapter 0622 401 E. Mitchell Petoskey, MI 49770	Retired professional volunteers provide counseling to in-business entrepreneurs and those looking to start a small business. Workshops are also available for a modest fee.	Emmet Charlevoix Cheboygan Otsego



**PRESQUE ISLE COUNTY  
NORTHEAST MICHIGAN**

**BUSINESS SERVICE PROVIDERS MATRIX**

Agency	Contact	Phone	E-mail	Address	Services	Area of Service
Northeast Michigan Consortium	Kurt Ries	(989) 733-8548	<a href="mailto:kurt@miworks-nemc.gen.mi.us">kurt@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Publications, Special Events, Adult Programs, Youth Services, Training Programs and Readjustment Services for Dislocated Workers, Federally Administered Programs, Welfare Reform Programs, Business Liaison	NE Region 8 counties
Local Michigan Works! Office	Tamara Ward, Area Manager  Laura Budreau, Program Director	(989) 733-8548	<a href="mailto:tamara@miworks-nemc.gen.mi.us">tamara@miworks-nemc.gen.mi.us</a>  <a href="mailto:LAURA@miworks-nemc.gen.mi.us">LAURA@miworks-nemc.gen.mi.us</a>	20709 State St. P.O. Box 711 Onaway, MI 49733	Michigan Works! provides resources to help people enter or re-enter the workforce. Services may include, but are not limited to, information and access to the Michigan Talent Bank, job search and placement assistance, labor market information, eligibility determination for job training programs, comprehensive skill level assessments, individual career counseling, development of an employment plan, and career planning. If an individual is enrolled in WIA they may receive training services, which may include remedial, short-term classroom training, on-the-job training and customized training.	Presque Isle County
Michigan Works! Business Liaison	Randy Neumann	(989) 733-8548 or (989) 785-4054	NeumanR@nemcsa.org	20709 State St. P.O. Box 711 Onaway, MI 49733	Communication Network, Training, On-site Technical Assistance, Michigan Talent Banks, Employer Services	Presque Isle County
Presque Isle County Development Commission	William Valentine	(989) 734-8446	info@picdc.org	151 E. Huron Street Rogers City, MI 49779	Small business training, seminars and business incubators	Presque Isle County
Unemployment Insurance Agency	By Phone / Internet or Website To file: <a href="http://www.michigan.gov/bwuc">http://www.michigan.gov/bwuc</a>	Customer Relations Claimant 1-800-638-3995 Employers 1-800-638-3994	None	P.O. Box 169 Grand Rapids, MI 49501	Coordination of Unemployment and Trade Adjustment claims and benefits. Information regarding employee/employer issues, tax credit programs, labor statistics and problem resolution	Michigan
Michigan Rehabilitation Services	Dave Antkowiak	(989) 736-6082 Alpena Main Office (877) 901-7397 Toll Free	<a href="mailto:AntkowiakD@michigan.gov">AntkowiakD@michigan.gov</a>	315 W. Chisholm Alpena, MI 49707	Ergonomic and prevention services, risk analysis, assistance with worker compensation and workplace safety needs, work site ergonomic assessment, occupational therapy consultation, work smart and prevention training using Disability Management, incentives for employers, customized training and job profiling, expanding MCTI Learning Centers, assistive technology consultation for MTEC	Michigan
Northeast Michigan Council of Governments	Diane Rekowski Laura Ingles	(989) 732-3551	<a href="mailto:drekowski@nemcog.org">drekowski@nemcog.org</a> <a href="mailto:lingles@nemcog.org">lingles@nemcog.org</a>	121 E. Mitchell P.O. Box 457 Gaylord, MI 49735	NEMCOG is committed to facilitating the development of intergovernmental cooperation and coordination within the eight-county region of Northeast Michigan, providing technical assistance to communities for: <ul style="list-style-type: none"><li>• Planning &amp; community development</li><li>• Enhancing &amp; protecting the environment</li><li>• Data input &amp; analysis</li><li>• Transportation improvements</li><li>• Recreation planning &amp; development</li><li>• Solid waste planning / land use planning</li><li>• Grant writing assistance, CDBG</li><li>• Financing options assistance</li></ul>	NE Region 8 Counties
Alpena Community College	Roy Smith Administrator	(989) 356-9021 Toll-free: 1.888.468.6222	<a href="mailto:smithr@alpenacc.edu">smithr@alpenacc.edu</a>	666 Johnson St. Alpena, MI 49707	ACC offers two-year degrees, one-year certificates, customized training and cultural opportunities to all of Northeast Michigan. The Huron Shores Campus in Oscoda serves residents in and around Iosco County. In addition, offering selected classes in Rogers City, Whittemore and Tawas City.	Alcona, Alpena, Montmorency & Presque Isle Counties
Small Business Development Center	Carl Bourdelais	(989) 356-7383	<a href="mailto:bourdelc@alpena.cc.mu.us">bourdelc@alpena.cc.mu.us</a>	666 Johnson St. Alpena, MI 49707	The Small Business Center offers free and low cost workshops and classes to help people who are starting, or thinking about starting a business. <ul style="list-style-type: none"><li>• Free, one-on-one confidential counseling</li><li>• Free and low cost seminars and workshops</li><li>• Continuing education classes</li><li>• Assistance with developing your financial projections and business plan</li><li>• Customized training for your employees</li><li>• Free resource library</li></ul>	Northern Michigan

					<ul style="list-style-type: none"><li>Access to government-backed microloans</li></ul>	
Michigan State University Cooperative Extension	David Glenn	(989) 734-2168	<a href="mailto:presque@msue.msu.edu">presque@msue.msu.edu</a>	151 E. Huron Ave. P.O. Box 110 Rogers City, MI 49779	Providing information and community education on topics such as forestry, gardening, nutrition, parenting, water quality, agriculture and community development, and local 4-H programs.	Presque Isle County
Michigan Economic Development Center	Lydia Murray	(517) 335-4839	<a href="mailto:murray11@michigan.gov">murray11@michigan.gov</a>	4905 Valley View Dr. Bellaire, MI 49615	For any company already in Michigan or considering a location in the state, the Michigan Economic Development Corporation can provide assistance with a wide array of economic development tools. Whether expanding, relocating or just looking for help, the MEDC can assist with its one-stop business service.	Michigan
United States Dept. of Agriculture Rural Development	Thomas E. Trimmer	(989) 848-7210 (800) 944-8119	tom.trimmer@mi.usda.gov	P.O. Box 309 Fairview, MI 48621	It is the mission of the USDA Rural Development to provide financial and technical assistance to rural individuals, families, communities, and businesses. From home loans to water and sewer projects to financing police cars and low-income housing.	Alcona, Alpena, Arenac, Clare, Crawford, Gladwin, Iosco, Montmorency, Ogemaw, Oscoda, Otsego, Presque Isle, Roscommon, Counties

## Appendix C: Project Timeline

Developing a Coordinated Regional Strategy for the 21 <sup>st</sup> Century Workforce <u>Northeast Michigan – Timeline</u>													
	Task	July 2006	August 2006	September 2006	October 2006	November 2006	December 2006	January 2007	February 2007	March 2007	April 2007	May 2007	June 2007
1.	Stakeholder Meetings		X	X			X				X		
2.	Data collection-Assess local workforce and economy				X (begin)		ongoing						
3.	<b>Service Provider Matrix</b>												
4.	<b>Cross-Training Sessions</b> on programs/services												X
5.	<b>Contact Tracking /Layoff Aversion</b>												
a.	Research Web-based contact tracking		X (begin)	ongoing									
b.	Evaluate Synchronist and Executive Pulse Software										X		
c.	Select Business Retention Software												X
d.	Purchase software and finalize working relationships and data sharing												X
e.	Implement business retention and contact tracking program												Summer 2007
6.	<b>Rapid Response</b>												
a.	Rapid Response – gather information and draft plan					X							
b.	Rapid Response/Layoff Aversion Plan – Circulate for comment									X			
c.	Working draft revised											X	
7.	<b>Asset Mapping</b>												X
8.	<b>Newsletter</b> template and distribute first newsletter												X
9.	Newspaper article												X
10.	<b>Plan Status/Update</b>											X	

Appendix D –Northeast Michigan Data Update

**Population by County for Northeast Michigan  
July 2000, 2003 & 2005**

Area	Population Trends			% Change 2000-2005	Median age (as of 2000)
	2000	2003	2005		
Alcona County	11,706	11,636	11,653	-1.2%	49.0
Alpena County	31,293	30,796	30,428	-2.8%	40.4
Cheboygan County	26,570	27,344	27,463	3.4%	41.3
Crawford County	14,347	14,816	15,074	5.1%	40.6
Montmorency County	10,375	10,498	10,445	0.7%	47.0
Oscoda County	9,423	9,470	9,298	-1.3%	43.7
Otsego County	23,429	24,325	24,665	5.3%	37.7
Presque Isle County	14,376	14,319	14,330	-0.3%	45.1
<b>Northeast Region</b>	141,519	143,204	143,356	1.3%	NA
<b>Michigan</b>	9,956,111	10,078,146	10,120,860	1.7%	35.5
<b>United States</b>	282,193,477	290,850,005	296,410,404	5.0%	35.3

Source: US Bureau Census,

*January and July Month Average Unemployment Rates 2002-2006*

Area	2002			2003			2004			2005			2006		
	Jan	July	Annual Average	Jan	July	Annual Average	Jan	July	Annual Average	Jan	July	Annual Average	Jan	July	Annual Average
Alcona County	13.7	9.6	9.7	15.4	10.5	11.5	12.8	6.8	9.4	13.7	10.5	10.2	12.7	11.1	10.6
Alpena County	11.3	8.1	8.6	11.0	8.8	9.3	9.7	6.7	7.6	9.8	7.0	7.3	8.3	7.5	7.5
Cheboygan County	23.4	3.6	11.3	21.3	4.0	11.0	19.1	2.8	9.3	16.3	4.8	8.9	13.8	5.3	9.2
Crawford County	9.0	7.5	8.0	10.4	8.6	8.9	10.0	7.6	8.0	8.9	6.5	6.7	7.4	7.2	7.2
Montmorency Co	17.0	9.8	12.4	16.3	10.1	13.4	17.0	10.2	13.1	15.7	9.7	11.0	13.4	10.5	11.6
Oscoda County	16.5	12.6	13.3	15.5	13.4	13.6	15.5	12.8	12.7	14.2	10.9	10.5	11.5	12.0	10.6
Otsego County	7.5	6.7	7.2	9.2	7.8	8.2	8.2	6.2	6.8	8.6	7.1	6.9	7.1	8.3	7.7
Presque Isle Co	19.4	6.9	11.3	18.7	8.4	12.3	16.8	7.6	11.2	17.0	8.1	10.5	15.1	9.4	11.6
Northeast Region			9.6			9.9			8.9			8.4			8.9
Michigan	7.2	6.8	6.2	7.6	8.2	7.3	7.6	7.5	6.8	7.9	7.6	6.8	7.1	7.7	6.8
States	6.3	5.9	5.8	6.5	6.3	6.0	6.3	5.7	5.5	5.7	5.2	5.1	5.1	5.0	4.6

Source: Michigan Department of Labor & Economic Growth  
Bureau of Labor Market Information and Strategic Initiatives

High Demand - High Wage Occupations - Northeast Michigan						
Occupation	Employment Change					
	2002 to 2012 (PY 2006 )			2000 to 2010 (PY 2004)		
	Annual Openings	Growth Rate %	Wage	Annual Openings	Growth Rate %	Wage
Truck Drivers	65	23.0	\$ 14.91	NA	NA	
Registered Nurses	40	22.6	\$ 19.81	29	13.5	\$ 18.87
Sales Representatives	26	15.4	\$ 19.56	NA	NA	
Social and Human Service Assist	10	40.5	\$ 10.63	NA	NA	\$ -
Medical Assistants	9	32.6	\$ 10.40	NA	NA	
Retail Salesperson	85	9.3	\$ 9.83	NA	NA	
Receptionists and Information Clerks	16	15.4	\$ 9.39	NA	NA	
Police & Sheriff Patrol Officers	12	16.5	\$ 17.45	11	12.8	\$ 15.47
Nursing Aides, Orderlies, and Attendants	20	11.7	\$ 9.15	NA	NA	
Carpenters	33	9.7	\$ 14.51	NA	NA	
Pharmacists	NA	NA		6	23.0	\$ 34.66
Electricians	NA	NA		12	28.9	\$ 17.76
Construction Worker Supervisors	NA	NA		29	13.9	\$ 23.74
Plumbers, Pipefitters & Steamfitters	NA	NA		8	18.4	\$ 16.17
Mechanic/Installer/Repair Supervisors	NA	NA		9	13.2	\$ 21.77
Accountant & Auditors	NA	NA		9	12.8	\$ 24.43
Retail Sales Worker Supervisor	NA	NA		41	15.1	\$ 14.73
Automotive Serv. Technicians/Mechanics	NA	NA		19	15.2	\$ 12.75

Source: Annual Planning Information Reports-NE Michigan, Bureau of Labor Market Information and Strategic Initiatives, MDLEG, PY 2006 and PY2004

Note: NA = Not applicable/available, the occupation was not in "top 10" for the given planning year,

# **Industry Sector Analysis**

## **Growth, Core, and Competitive-Advantage Industries**



### **Northeast Michigan**

**Alcona, Alpena, Cheboygan, Crawford, Montmorency, Oscoda, Otsego, and Presque Isle Counties**

**A Regional Profile  
Prepared by:**

**Michigan Department of Labor & Economic Growth  
Bureau of Labor Market Information and Strategic Initiatives**

## Introduction

Information is a key to the creation of a 21<sup>st</sup> century workforce. Developing a successful regional strategy requires a clear understanding of the scope of the regional economy, as well as the ability to identify key industries or clusters of industries with real significance to the regional economy.

The Bureau of Labor Market Information & Strategic Initiatives within the Department of Labor & Economic Growth produces a substantial volume of data on local economies and regional labor markets. This profile provides information on current labor market economic indicators and key industries for the local region.

### Current Labor Market Indicators and Industry Job Trends

Page 4 of the profile presents information on **Current Labor Market Indicators**. This table compares regional performance with state and national trends and includes the current jobless rate, per capita income, and the average weekly wage for private sector industries. The rate of change is calculated over the past two years for population and labor force as well as the growth rate for private industry jobs. Also provided in the table is the expected ten-year forecast growth rate for jobs in all industries. These indicators provide some of the necessary information to evaluate the overall performance of the regional economy as it compares to the state and national economy.

**Industry Job Trends** on Page 5 is a chart containing the two-year growth rate in employment for several major industry sectors. This allows a comparison of the pace of local job gains with Michigan, and quickly identifies local industry sectors with recent job gains or losses. **Industry Job Distribution**, a chart on Page 6, presents the percent distribution of jobs in each of the major industry sectors. This is important because the share of jobs by industry is a key determinant of overall income in a region. Large shares of jobs in high wage sectors will produce an above average income stream for a region. Additionally, these shares help demonstrate the diversity of a regional economy. The chart gives a quick identification of local industries with job shares above or below statewide averages.

### Profile of Regional Industries

Various regional and national indicators were used to sort the local area's detailed industries into five distinct categories: growth, declining, core, developing, and competitive-advantage industries. A description of each element follows.

The table of **Growth Industries** presents regional industries with faster than average employment gains since 2004. The **Declining Industries** table lists regional industries with declining employment.

**Core Industries** identify industries with a higher share of jobs in the local economy than the same industry produces in the national economy. If a region has a greater than average share of jobs in a given industry, that industry may be a core sector because it is generating jobs above and beyond what is typically needed to support local needs. This makes a core industry important because it is often a base industry that brings income from outside the region, thus generating additional local jobs throughout other sectors. A core industry can also form the basis for a regional industry cluster, as suppliers and other



support service firms locate in the region because of its presence. One should note that a core industry does not necessarily record job growth. Although employment growth is an important variable to look at, regional strategies can be built around an industry of critical local importance, even if recent job trends have not been positive.

**Developing Industries** are defined as industries whose regional share of jobs is advancing faster than the average for that industry nationally. In other words, these industries locally are outpacing the nation in terms of job growth. A developing industry may represent an emerging sector with potential steady gains in regional importance.

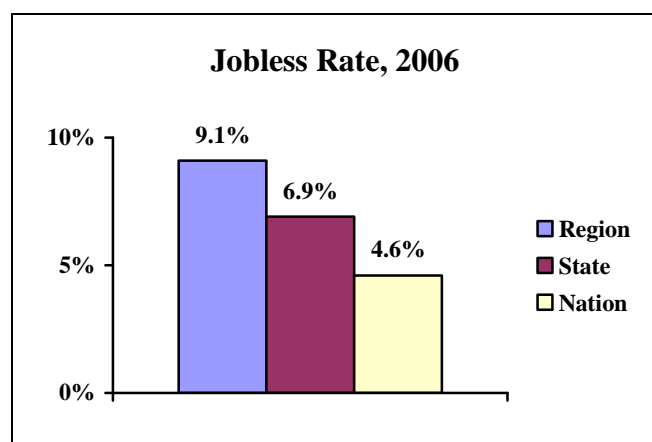
**Competitive-Advantage Industries** are especially attractive because they rank high in several important variables beneficial to the regional economy and its workforce. They have a high combined rank in wage, employment size, employment growth and competitive employment performance. The importance of competitive-advantage industries is clear; they represent a combination of good economic indicators; are likely to have a local employment performance above what would be expected from national trends, supply some jobs with positive wages, provide a reasonably high number of jobs locally, and may have a good growth trend.

For further information on the Northeast Michigan Region, please contact:

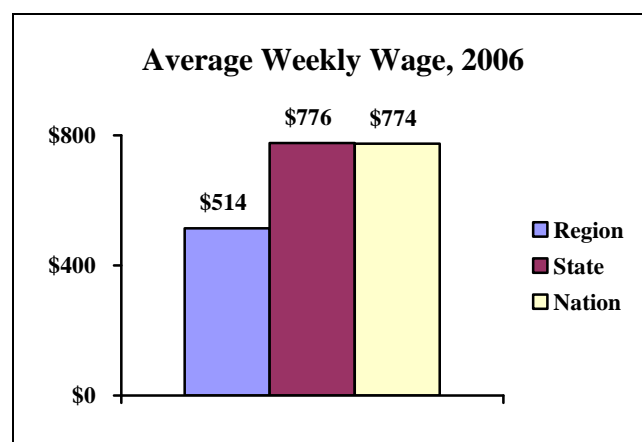
Jason Palmer  
Telephone (989) 776-1508  
E-mail [palmerj2@michigan.gov](mailto:palmerj2@michigan.gov)

## CURRENT LABOR MARKET INDICATORS

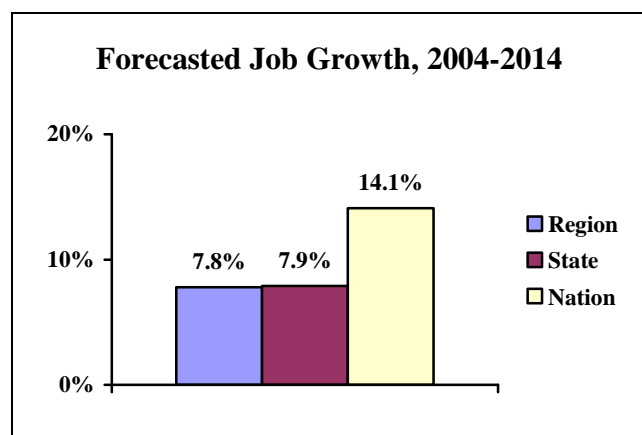
	Change (2004 to 2006)			Jobless Rate (2006)	Weekly Wage (2006)	Per Capita Income (2004)	Forecast Job Growth (2004-2014)
	Population	Labor Force	Industry Jobs				
<b>Region</b>	-0.3%	+1.7%	-1.1%	9.1%	\$514	\$23,687	+7.8%
<b>State</b>	0.0%	+0.6%	-1.2%	6.9%	\$776	\$32,079	+7.9%
<b>Nation</b>	+2.0%	+2.7%	+4.0%	4.6%	\$774	\$33,050	+14.1%



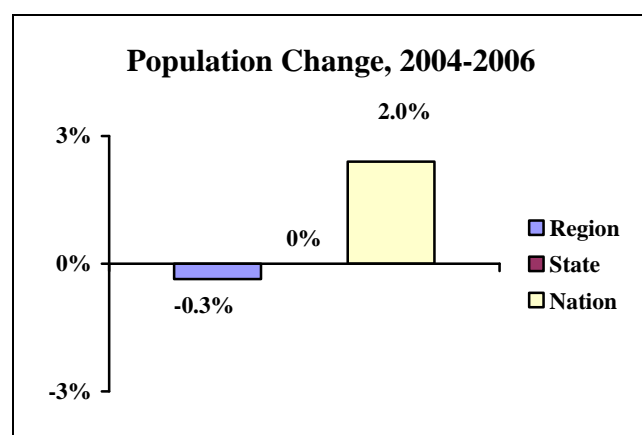
The region's relatively high jobless rate can be partially explained by the very seasonal nature of the regional economy. Joblessness is typically very high between November and April before rates moderate somewhat during the summer and autumn tourism seasons.



Average weekly wages were significantly lower in the region than statewide. This is due – in part – to a high concentration of jobs in tourism-related industries including *Retail and Accommodation and Food Services*, representing 20 percent and 13 percent of total jobs respectively.

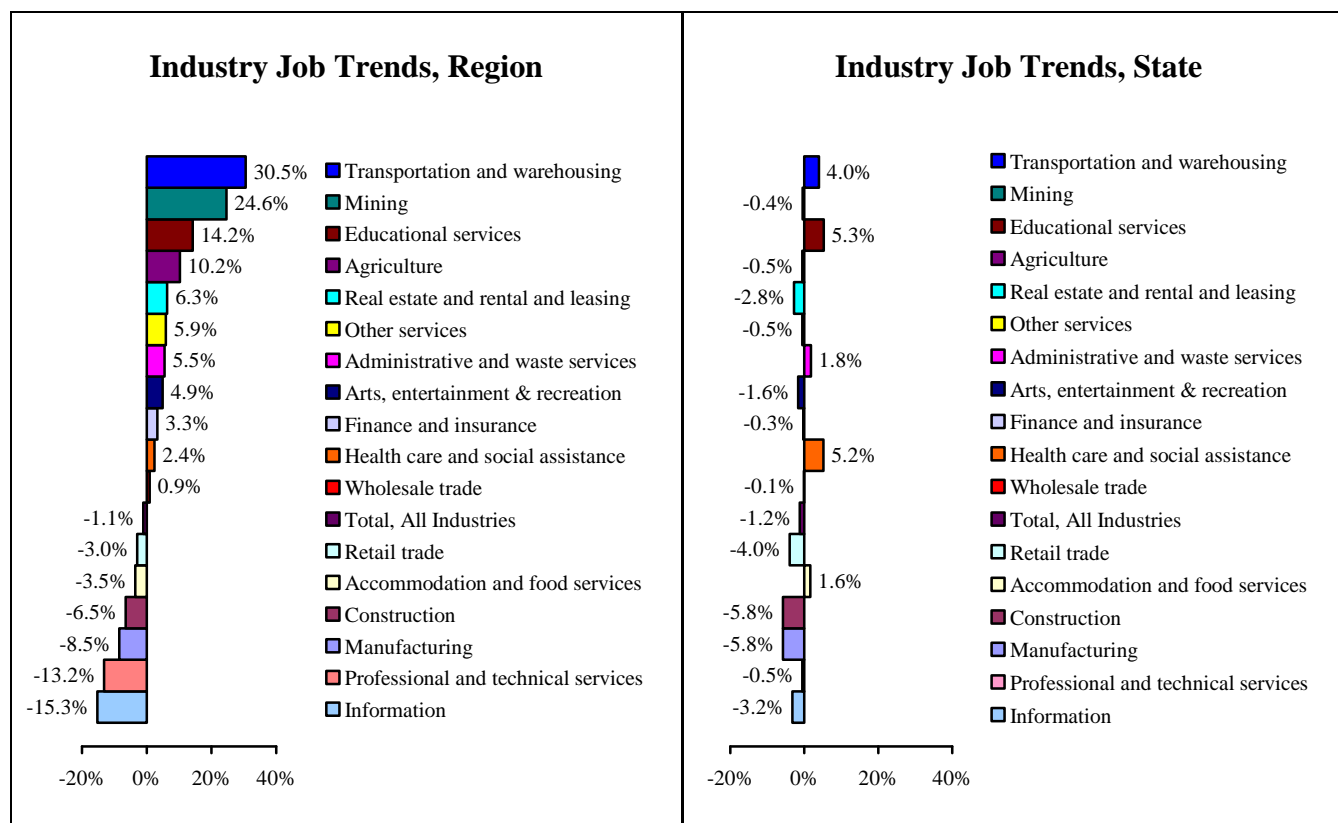


Between 2004 and 2014, job growth is expected in several health and helping industries including *Social Assistance* and *Ambulatory Health Care Services*. *Plastic and Rubber Manufacturing* and *Specialty Trade Contractors* are examples of non-service sector industries also expected to record job growth.

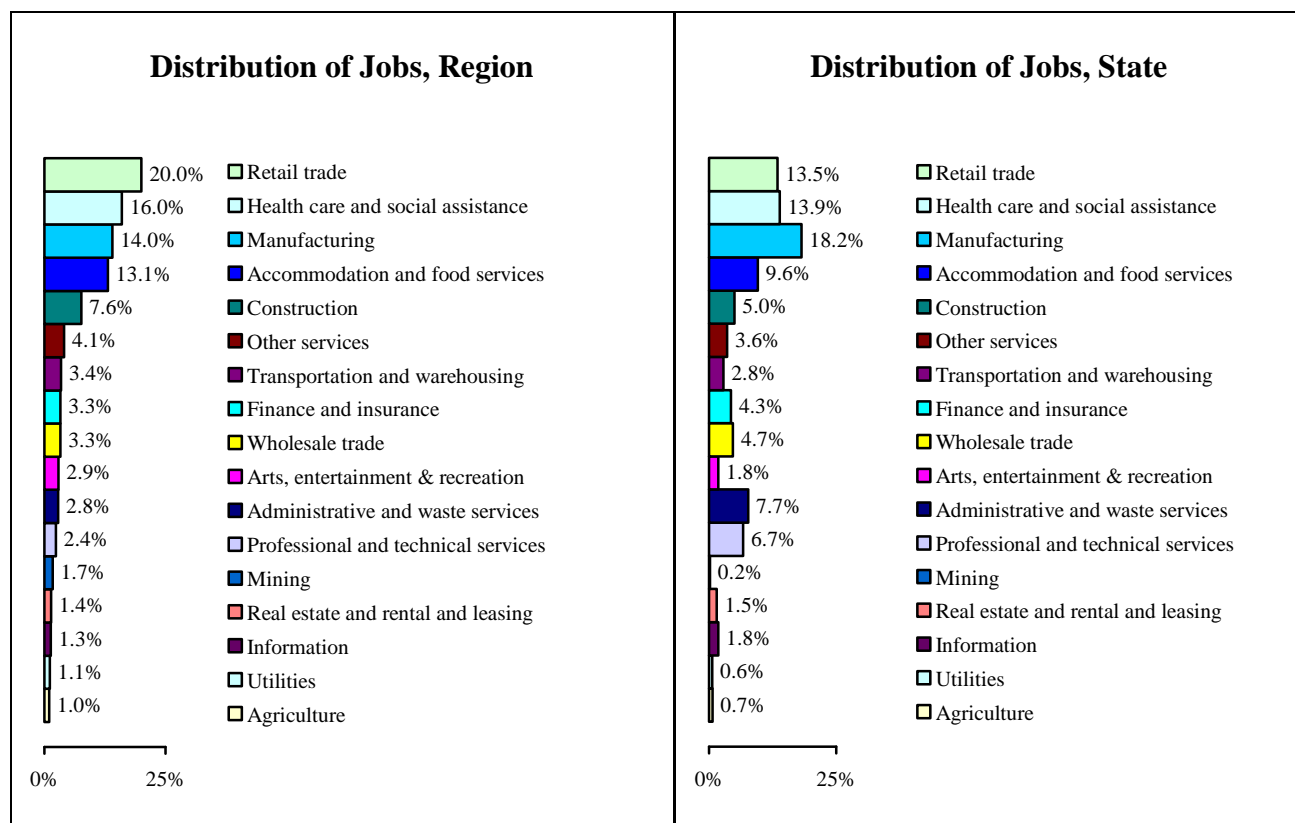


The net change in the region's population was slightly negative after gains from migration were more than offset by a natural population decline as deaths exceeded births. A likely factor contributing to positive migration was the influx of retirement-aged individuals into area counties.

## INDUSTRY JOB TRENDS (2004 –2006)



- Between 2004 and 2006, private payroll jobs declined by 400 or 1.1 percent. A large number of jobs were lost in *Manufacturing* (-500 jobs), *Retail Trade* (-250), and *Construction* (-200). Other declines were reported in *Information*, *Professional and Technical Services*, and *Accommodation and Food Services*.
- Over the period, several industries added jobs. Among industries with the largest growth rates were *Transportation and Warehousing*, *Mining*, *Educational Services*, and *Agriculture*. The *Health Care and Social Assistance* sector created 150 new jobs but posted a small growth rate.
- Statewide, job loss was recorded at 42,700 over the period, representing a decline of 1.2 percent, nearly matching the region. The largest declines were recorded in *Manufacturing* and *Construction*.
- Job growth was seen in several industries statewide. Large growth rates were posted in *Educational Services* (+5.3 percent), and *Health Care and Social Assistance* (+5.2 percent). Industries adding a large number of new jobs over the period included *Accommodation and Food Services* (+5,400 jobs), *Administrative and Waste Services* (+4,800), and *Transportation and Warehousing* (+4,000).

INDUSTRY JOB DISTRIBUTION (2<sup>ND</sup> QUARTER 2006)

- Seventy-one percent of private employment in the Northeast Michigan Region is concentrated in five industries: *Retail Trade* (20.0 percent), *Health Care and Social Assistance* (16.0 percent), *Manufacturing* (14.0 percent), *Accommodation and Food Service* (13.1 percent), and *Construction* (7.6 percent). This industrial mix is representative of an economy that is heavily reliant on tourism and is facing an increasing need to provide health care services to an aging population.
- While the *Manufacturing* sector comprises a smaller share of total jobs in the Northeast Region than statewide, it still ranks third in total regional employment. Jobs in *Manufacturing* – like those in *Health Care and Social Assistance* – are less susceptible to seasonal influences and provide jobs during the off-peak tourism season.
- Two of the four largest industries in the Northeast Region are *Retail Trade* and *Accommodation & Food Service*. Many jobs in these industries are tourism related and are highly seasonal. Jobs in both of these industries peak in the third quarter as the summer tourism season is in full swing. Conversely, these industries both report job lows during the first quarter, after the end of the holiday shopping and tourism seasons.

**PROFILE OF REGIONAL INDUSTRIES****Growth Industries** (Regional industries with faster than average employment growth)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Social Assistance	1,268	\$349	14.1%	-7.3%
Electronics and Appliance Stores	163	\$413	14.0%	24.5%
Credit Intermediation and Related Activities	831	\$553	7.5%	0.9%
Fabricated Metal Product Manufacturing	850	\$629	6.7%	14.1%
Administrative and Support Services	964	\$354	5.6%	14.8%
Building Material & Garden Supply Stores	973	\$472	5.4%	8.8%
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Hospitals	1,679	\$706	3.8%	1.5%
Truck Transportation	404	\$708	3.8%	8.4%
Amusements, Gambling, and Recreation	1,019	\$270	2.1%	12.6%

**Declining Industries** (Regional industries with declining employment)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Wood Product Manufacturing	928	\$832	-15.9%	10.6%
Plastics and Rubber Products Manufacturing	377	\$669	-15.4%	-3.8%
Professional and Technical Services	873	\$653	-13.2%	15.5%
Motor Vehicle and Parts Dealers	845	\$613	-11.0%	2.8%
Specialty Trade Contractors	1,332	\$574	-9.5%	16.5%
Nursing and Residential Care Facilities	1,414	\$407	-7.3%	11.8%
Gasoline Stations	790	\$293	-6.5%	3.2%
General Merchandise Stores	1,680	\$344	-4.3%	17.2%
Food Services and Drinking Places	3,826	\$181	-4.1%	-0.4%
Computer and Electronic Product Manufacturing	P	P	P	P

**Core Industries** (Region has a higher share of jobs in this industry than nationally)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Water Transportation	187	\$878	-3.4%	8.9%
Forestry and Logging	178	\$564	0.2%	3.4%
Wood Product Manufacturing	928	\$832	-15.9%	10.6%
Mining, Except Oil and Gas	331	\$998	12.2%	11.1%
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Gasoline Stations	790	\$293	-6.5%	3.2%
Utilities	396	\$1,033	2.7%	-0.5%
Building Material and Garden Supply Stores	973	\$472	5.4%	8.8%
Amusements, Gambling, and Recreation	1,019	\$270	2.1%	12.6%
Construction of Buildings	1,145	\$608	-3.0%	14.5%

**Developing Industries** (Region's share of jobs advancing faster than national average)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Rental and Leasing Services	217	\$398	16.4%	-29.5%
Social Assistance	1,268	\$349	14.1%	-7.3%
Sporting Goods, Hobby, Book, and Music Stores	203	\$273	16.3%	3.6%
Membership Associations and Organization	733	\$323	4.3%	1.1%
Repair and Maintenance	527	\$494	7.2%	7.0%
Fabricated Metal Product Manufacturing	850	\$629	6.7%	14.1%
Amusement, Gambling, and Recreation	1,019	\$270	2.1%	12.6%
Hospitals	1,679	\$706	3.8%	1.5%
Paper Manufacturing	P	P	P	P

**Competitive-Advantage Industries** (Regional industries with a favorable combination of wage, employment change, and competitive employment performance vs. national trends)

Industry	Jobs	Average Weekly Wage	Percent Change 2004-2006	
			Jobs	Weekly Wage
Machinery Manufacturing	1,750	\$837	4.4%	11.0%
Mining, Except Oil and Gas	331	\$998	12.2%	11.1%
Hospitals	1,679	\$706	3.8%	1.5%
Fabricated Metal Product Manufacturing	850	\$629	6.7%	14.1%
Credit Intermediation and Related Activities	831	\$553	7.5%	0.9%
Social Assistance	1,268	\$349	14.1%	-7.3%
Truck Transportation	404	\$708	3.8%	8.4%
Merchant Wholesalers, Durable Goods	697	\$624	2.8%	1.5%
Ambulatory Health Care Services	1,583	\$645	1.9%	-4.4%
Building Material and Garden Supply Stores	973	\$472	5.4%	8.8%

- In the Northeast Michigan Region, growth industries encompassed a cross-section of sectors ranging from the helping and health related industries of *Social Assistance* and *Hospitals* to industries like *Truck Transportation* and *Amusement, Gambling and Recreation*.
- Three of the top ten declining industries were manufacturing related and included *Wood Product Manufacturing*, *Plastic and Rubber Manufacturing*, and *Chemical Manufacturing*. These industries saw jobs decline at many area employers between 2004 and 2006.
- Three retail industries are among the region's largest declining industries including *General Merchandise Stores*, *Gasoline Stations*, and *Motor Vehicle and Parts Dealers*. These industries combined to lose about 250 jobs over the period.
- Northeast Michigan boasts a diverse set of core industries. Several industries are directly – or indirectly – related to the region's plentiful natural resources including *Water Transportation*, *Forestry and Logging*, and *Mining*.
- A tourism related industry – *Amusement, Gambling, and Recreation* – is also a notable core industry. While only a small number of new jobs were created in this industry, workers saw a large increase in their average weekly wage over this period.
- The average weekly wage in the region's developing industries was measured at \$550, slightly above the regional average for all industries. The highest paying industries were two manufacturing-related industries and *Hospitals*. A slightly higher than average wage was reported in *Repair and Maintenance*. Below average wages were seen in the retail and service related industries.

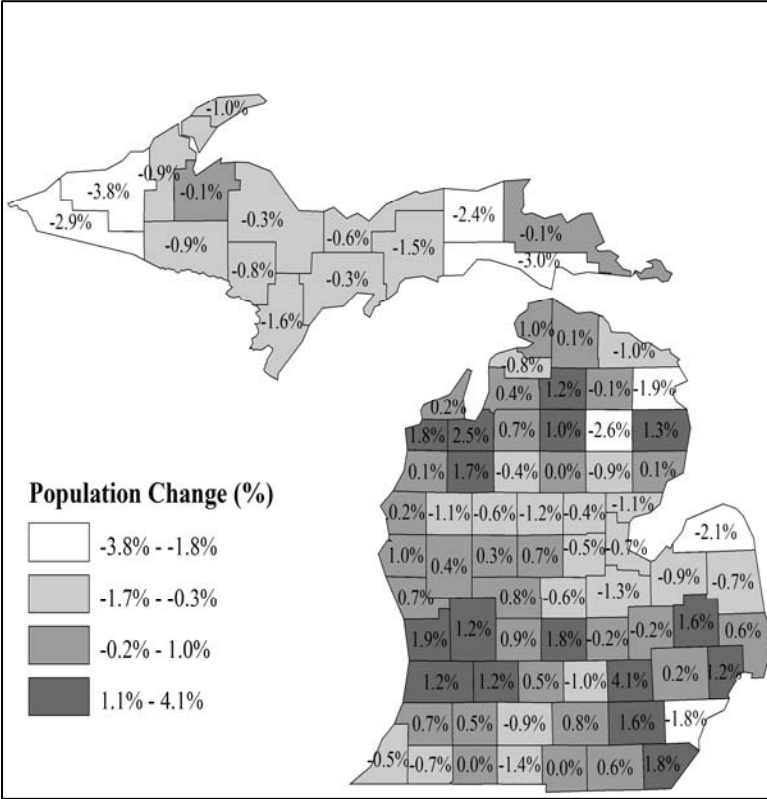
## Northeast Michigan Region

- Competitive-advantage industries include helping and health care industries, manufacturing industries, as well as transportation and trade related industries. The region's retail and leisure and hospitality sectors – many of which experienced job growth – are not well represented among competitive-advantage industries, primarily due to a low average weekly wage.
- Three health and helping related industries appear on the region's competitive-advantage list. These sectors are especially vital to the Northeast as the region continues to draw retirement-age individuals to the region; many of whom currently are or will be demanding the services provided by these industries.
- The Northeast enjoys a strong competitive advantage in both *Machinery Manufacturing* and *Mining*. Just over six percent of the region's total jobs are concentrated in these two detailed sectors. Employers in these sectors predominantly reflect those specializing in limestone mining as well as metalworking, industrial and other general-purpose machinery manufacturing.

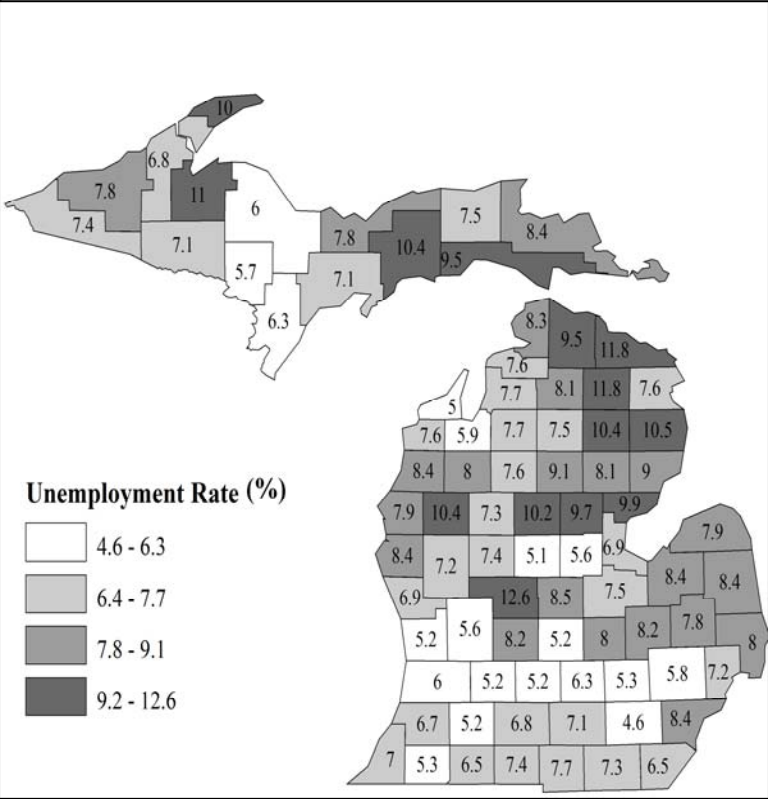


APPENDIX I: MAPPING ECONOMIC TRENDS

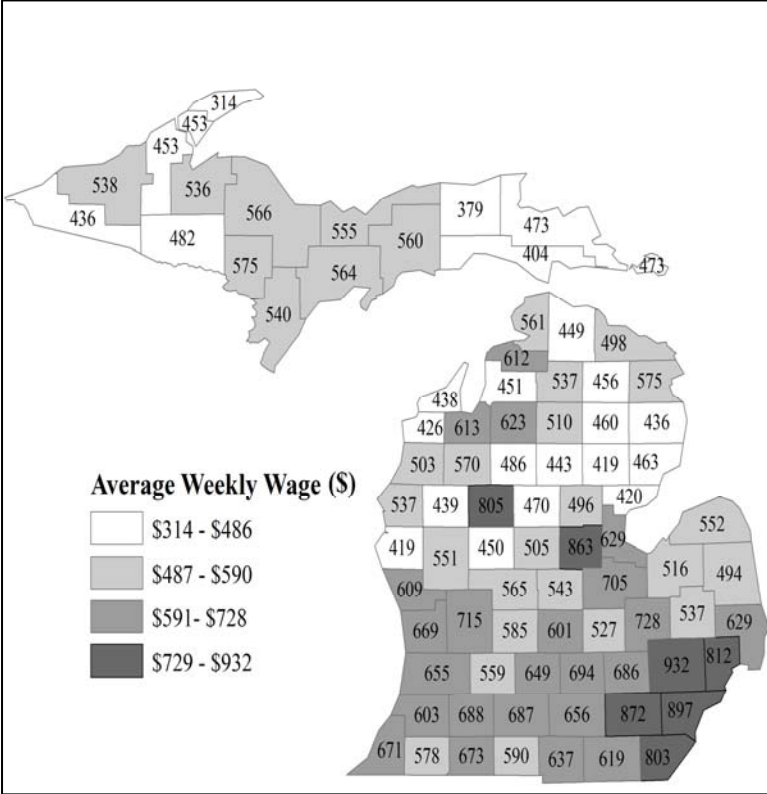
Map 1: Change in Population, 2004-2006



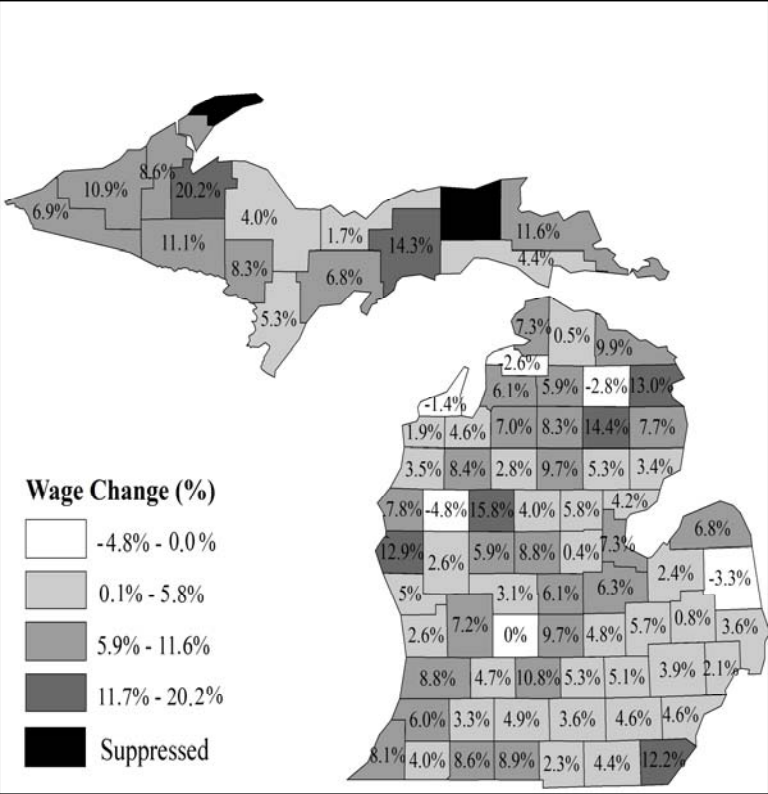
Map 2: Unemployment Rate, Average 2006



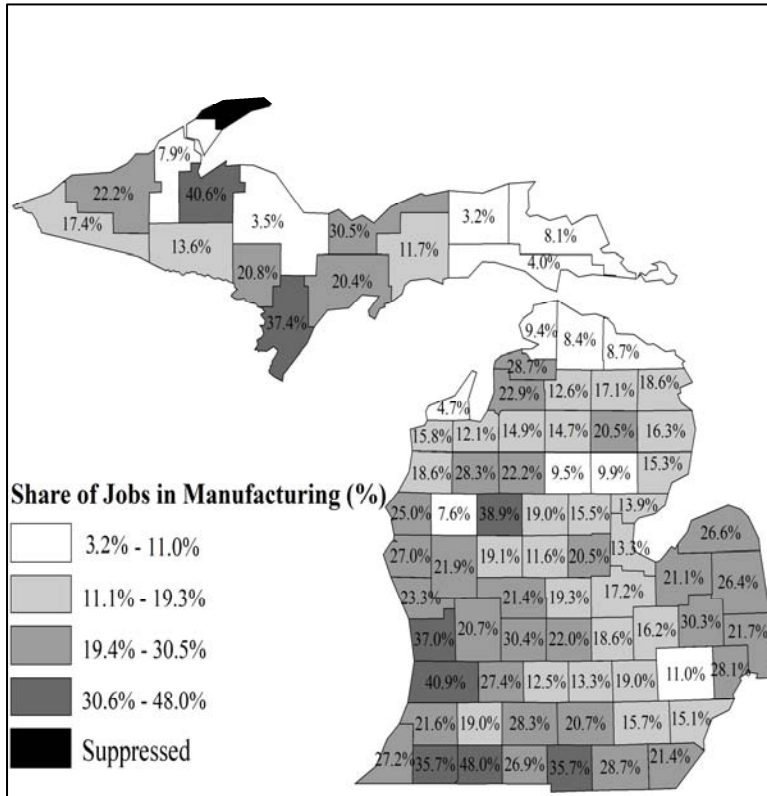
Map 3: Average Weekly Wage, 2006



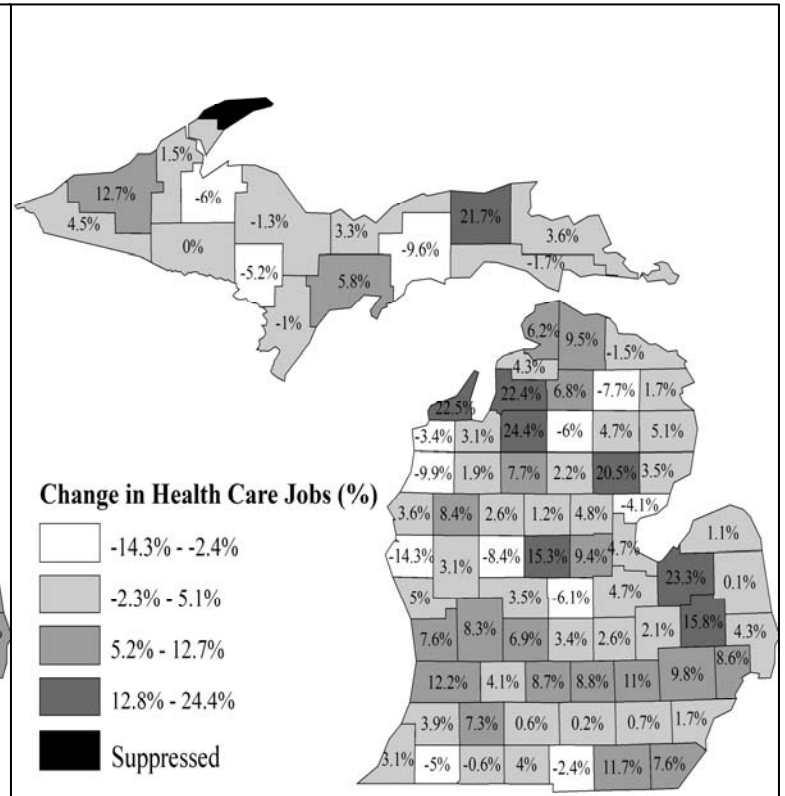
Map 4: Change in Avg. Weekly Wage, 2004-2006



**Map 5:** Percentage of Total Private Jobs in the Manufacturing Sector, 2006



**Map 6:** Change in Private Health Care & Social Assistance Sector Jobs, 2004 to 2006



Map Created by:  
**Michigan Department of Labor & Economic Growth**  
**Bureau of Labor Market Information and Strategic Initiatives**

# *Northeast Michigan MWA Economic Analysis*

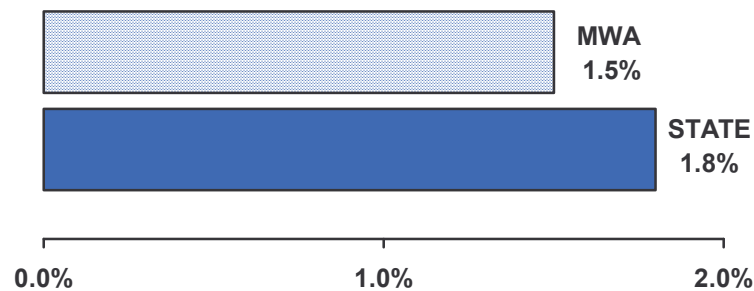
## Overview

The economic trend information that follows presents a snapshot of recent economic activity and labor market trends for the most watched labor statistics, including labor force, employment, unemployment and industry job growth. The Michigan Department of Labor & Economic Growth (DLEG), Bureau of Labor Market Information and Strategic Initiatives has developed, collected and disseminated this statistical information to support career and business decision-making at the local level. Providing localized data of this nature is one of the key components in promoting job development and business growth throughout the state of Michigan.

## Population

- In 2005, the population in the eight-county MWA was measured at 143,356. This represents about 1.4 percent of total statewide population.
- Between 2000 and 2005, the region's population increased by 1.5 percent. According to the Census Bureau, the modest increase in population came from migration into area counties, likely reflecting retired individuals moving north. Over the same period, natural population growth was negative, as deaths exceeded births. (Figure 1)
- The largest population growth was recorded in Otsego County (5.9 percent), Crawford County (5.6 percent), and Cheboygan County (3.8 percent). Four counties, including Alcona, Alpena, Oscoda, and Presque Isle, recorded a decline in population.

**Figure 1: Population Change, 2000-2005**

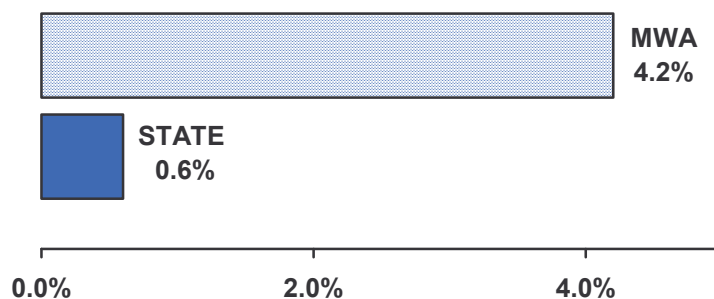


## Labor Force & Employment

- The area's labor force increased by 4.1 percent between 2002 and 2006 while the statewide labor force increased by 1.2 percent.
- Employment in the MWA rose by 4.2 percent between 2002 and 2006. Over the same period, employment in the state increased by 0.6 percent. (Figure 2)

- Cheboygan County (8.6 percent) and Otsego County (8.4 percent) reported the largest growth in employment while Presque Isle County reported a decrease in employment.

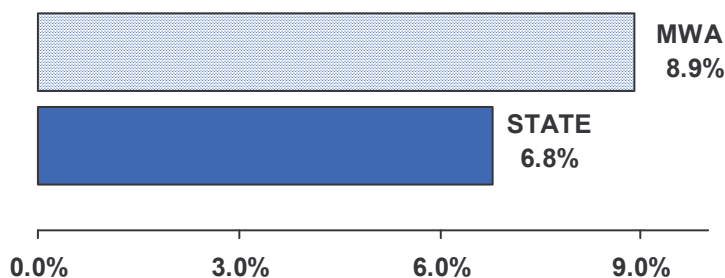
**Figure 2: Employment Change, 2002-2006**



### Unemployment

- Over the last year, the number of unemployed individuals increased at a greater rate in the MWA than statewide. Between 2005 and 2006, unemployment was up 7.1 percent compared to an increase of 0.6 percent statewide.
- The Northeast Michigan MWA reported an annual average jobless rate of 8.9 percent in 2006, higher than the 6.8 percent recorded statewide. (Figure 3)
- The area's jobless rate was recorded at 6.2 percent in 2000, before peaking at 9.3 percent in 2004 and inching downward somewhat to 8.9 percent in 2006.

**Figure 3: Annual Average Jobless Rates, 2006**

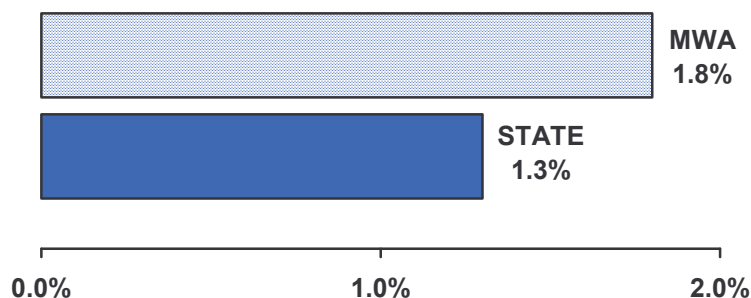


### Availability & Education

- Data from Michigan's official labor exchange, the Talent Bank, reveals that 9,889 individuals were available and seeking work in the Northeast Michigan area in the Third Quarter 2006.

- According to the Michigan Department of Education, the number of high school and community college graduates in the region increased by 1.8 percent in the most recent school year. Statewide, high school and community college graduates inched upward by 1.3 percent. (Figure 4)
- Department of Education data shows that 1,819 persons graduated from area high schools and community colleges, which is an indicator of potential new entrants to the labor force.

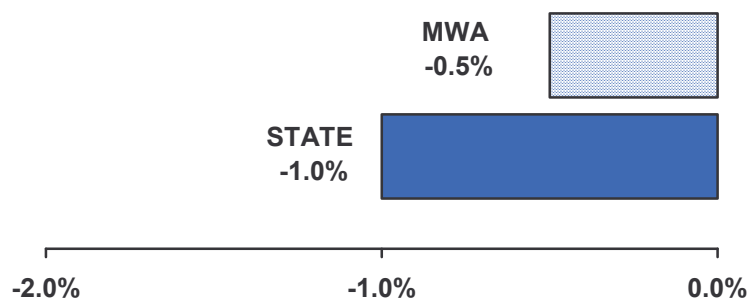
**Figure 4: High School & Community College Graduate Change, 2004-2005**



### Industry Jobs

- Payroll jobs declined by 0.5 percent between 2003 and 2006 in the Northeast Michigan MWA, a slightly lower rate than the statewide trend.
- Job losses were concentrated in information services (-22.3 percent), manufacturing (-8.1 percent), leisure and hospitality (-4.8 percent), professional and business services (-4.0 percent), and natural resources and construction (-3.1 percent). (Figure 5)
- Between 2003 and 2006, job gains were recorded in educational and health services (6.5 percent), other services (6.5 percent), financial activities (6.3 percent), and trade, transportation, and utilities (3.5 percent).

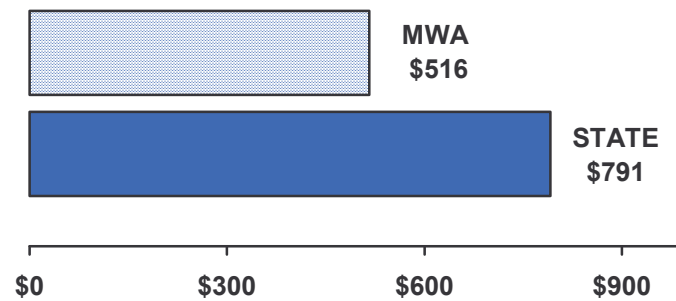
**Figure 5: Industry Job Change, 2003-2006**



## Wages

- Between 2004 and 2005, the average weekly wage in the Northeast Michigan MWA increased by 2.6 percent to \$516.
- With the over-the-year advance in average weekly wages, the Northeast region's wage was still significantly lower than statewide, which was recorded at \$791. (Figure 6)

**Figure 6: Average Weekly Wage, 2005**



# Northeast Michigan MWA Occupational Employment

## Overview

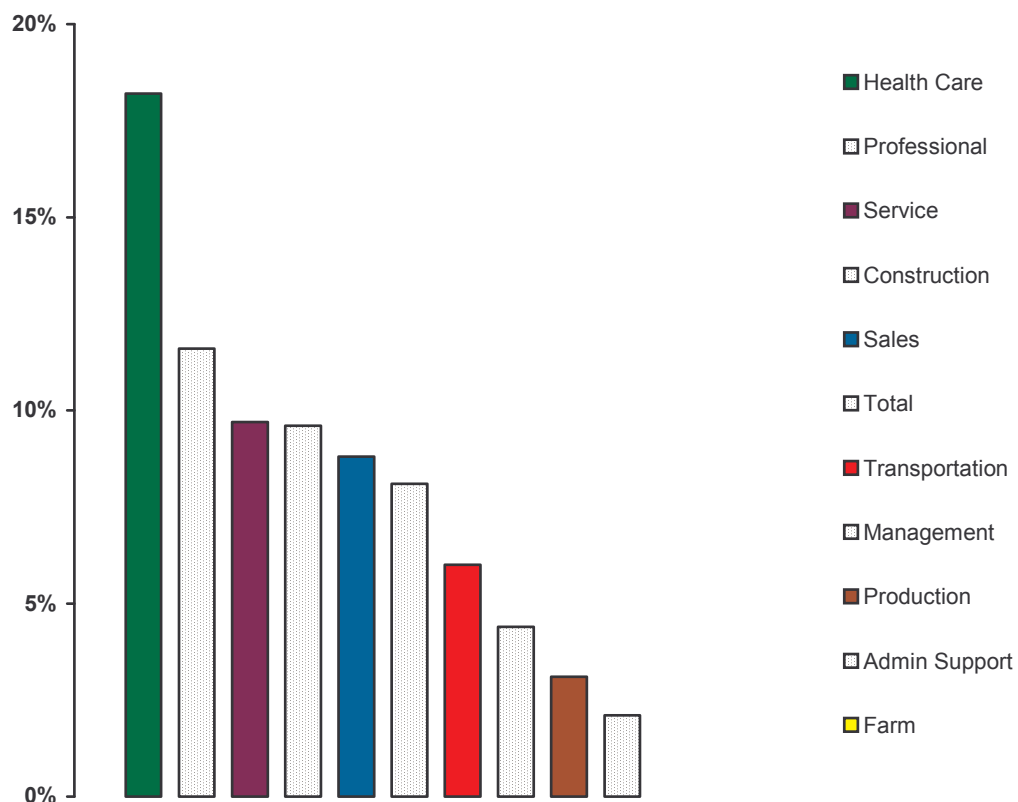
Future trends in job growth by occupation are of interest to students and job seekers, employment and training professionals, employers, and educators. The Michigan Department of Labor & Economic Growth (DLEG), Bureau of Labor Market Information and Strategic Initiatives, publishes occupational employment forecasts for Michigan and 18 state regions.

These forecasts provide information on jobs with the highest expected growth rates, occupations that produce the highest numbers of regional jobs and the number of annual openings expected by occupation. They are vital in career exploration, education and training program development, and strategic regional economic development.

## Occupational Groups (2002 through 2012)

- Between 2002 and 2012, jobs in the Northeast Michigan MWA are expected to increase by 4,590 or 8.1 percent. Five occupational groups will see above average employment growth, these include *health care* (18.2 percent), *professional* (11.6 percent), *service* (9.7 percent), *construction* (9.6 percent), and *sales* (8.8 percent).
- Several occupational groups will see near – or below – average rates of job growth. Occupations in these groups will see varying degrees of new jobs added from growth, but all should generate job openings due to the need to replace existing workers.
- *Farming* occupations are expected to remain perfectly flat between 2002 and 2012. According to forecasts, there are no major occupational categories that are expected to decline in the Northeast MWA over this period.

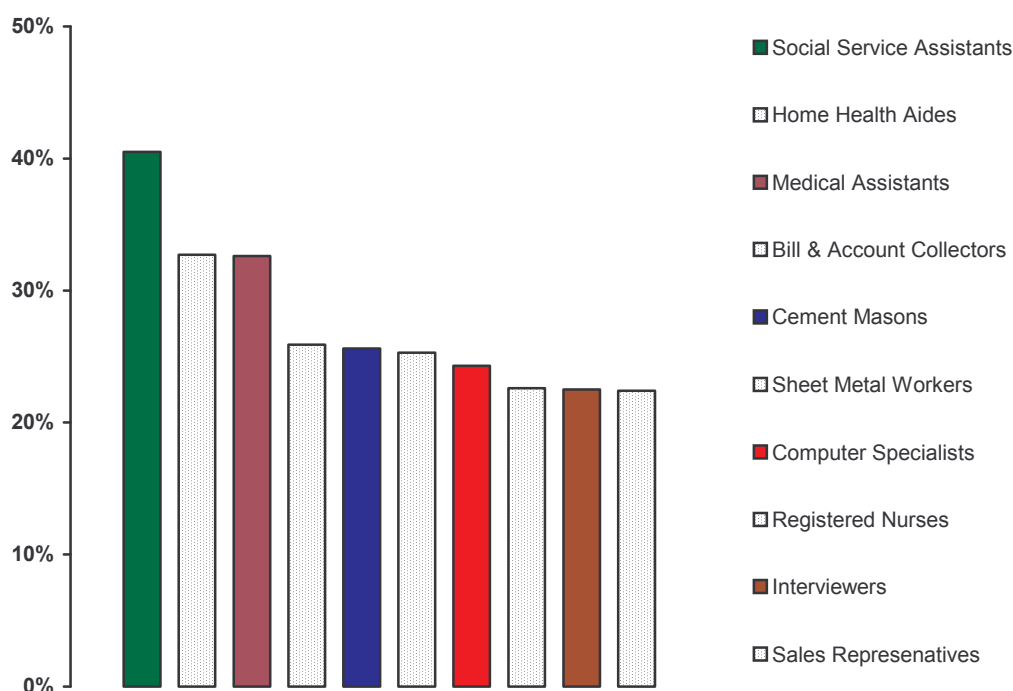
**Figure 1: Occupational Categories, Job Growth Rates (2002 - 2012)**



### Detailed Occupations - High Growth Rates (2002 through 2012)

- Three health care occupations, *home health aides*, *medical assistants*, and *registered nurses*, are among the detailed occupations expected to post the highest growth rates. This increase reflects the anticipated increase in demand for health services by an aging population and from advancing medical technology.
- Two construction occupations – *cement masons* and *sheet metal workers* – are expected to see high growth rates, partly due to anticipated increases in housing and commercial developments in the region.

**Figure 2: Detailed Occupations - Large Forecast Growth Rates (2002 - 2012)**



### Detailed Occupations - Numerical Growth (2002 through 2012)

- Several occupations are expected to add a considerable number of jobs. These occupations are generally large, and as a result, produce a significant number of job openings. Leading the list and expected to add the most jobs over this period is registered nurses. This occupation is projected to add approximately 210 jobs by 2012.
- Occupations expected to create many jobs represent an assortment of positions, ranging from high skill positions such as *registered nurses* and *carpenters* to moderate skill jobs such as *janitors*, *waiters and waitresses*, *retail salesperson*, and others.

Information regarding detailed occupational employment is available in the appendix of this report or on our Labor Market Information website at [www.michigan.gov/lmi](http://www.michigan.gov/lmi)



# *Northeast Michigan MWA Occupational Skills*

## Overview

Information on the skill requirements of jobs is increasingly critical to a rapidly changing workplace. O\*NET, the Occupational Information Network, provides planners a mechanism to ensure that occupational training programs incorporate skills needed in the workplace. Listed below are ten high growth occupations and the top skills in importance that are necessary to meet and fulfill the job requirements.

Occupational Skills	Registered Nurse	Medical Assistants	Waiters and Waitresses	Food Prep. Worker	Retail Salesperson	Truck Driver	Sales Representative	Carpenters	Child Care Workers	Cashiers
<b>Basic Skills</b>										
Active Learning							X	X	X	
Active Listening	X	X	X	X	X	X	X	X	X	X
Critical Thinking	X	X	X		X	X	X	X	X	X
Learning Strategies			X	X					X	X
Mathematics				X	X	X	X	X		X
Monitoring	X	X							X	
Reading Comprehension	X	X	X	X	X	X				
Science										
Speaking	X	X	X	X	X	X			X	X
Writing	X	X			X					
<b>Complex Problem Solving</b>										
Complex Problem Solving										
<b>Resource Management Skills</b>										
Financial Management							X	X		
Material Management							X	X		
Personnel Management										
Time Management	X		X			X	X	X	X	
<b>Social Skills</b>										
Coordination		X	X	X		X				
Instructing	X	X	X	X	X				X	X
Negotiation									X	
Persuasion		X								
Service Orientation	X		X	X						X
Social Perceptiveness	X	X	X	X	X				X	X
<b>Systems Skills</b>										
Judgment/Decision Making					X	X	X	X		
Systems Analysis										
<b>Technical Skills</b>										
Equipment Maintenance						X				
Equipment Selection										
Installation							X	X		
Programming										
Quality Control Analysis							X	X		
Troubleshooting						X				

21<sup>st</sup> Century Workforce Rapid Response Planning Model  
**Rapid Response – Draft Model for Northeast Michigan**

### Introduction

The following is a model developed based on process used in response to a major community employer. A major employer can be defined as one who is perceived by the community to have a high level of employment and community presence over time. The size of a major employer is relative to the size of the community and overall mix of economic activity. Apart from addressing the needs of laid off employees, the critical element to be addressed with a plant closure response is to minimize the added potential negative impact of perceptions by the community. If a loss is perceived as greater than what it actually is, non-affected people in the community will change their economic behavior and potentially exacerbate the real loss of economic activity caused by the closure. **Communication is Critical**

Larger companies are required by the Worker Adjustment and Retaining Notification Act, 29 USC 2101, known as the WARN Act, to notify chief elected officer of the exclusive representative(s) or bargaining agency(s) of affected employees and to unrepresented individual workers who may reasonably be expected to experience an employment loss. The employer must also provide notice to the State dislocated worker unit and to the chief elected official of the unit of local government in which the employment site is located. This notification is required 60 days prior to closure. However, an employer may elect to close its doors and give notice on the same day if they continue paying employees for the 60 notice period (pay in lieu of notice).

**Day One – Layoff or Closure announcement**, below are series of actions and processes that fit into the State of Michigan Rapid Response model. The applicable portion of the state model are shown in the boxes.

Layoff Response Triage:  
 Assessing impact of plant closing  
 Communications system  
 Identification of Key Players

1. **NOTIFY ALL KEY PLAYERS**--Whoever gets the notice first needs to make sure all key players know!
  - Designated point organization to coordinate communication will speed response time and bring order to process in advance.
  - Establish a phone tree if necessary with Executives at each organization – let them communicate with their respective boards
  - Gather information, but COMMUNICATE ONLY THE FACTS that are verifiable or from a primary source. Ask people what they know and from what source. Be careful of repeating speculation.
  - Wait for official communication from the company on reasons for layoffs or closure

### Key Players

Michigan Works!,  
 MDLEG-State office  
 MDLEG-Unemployment Agency  
 Local EDO  
 MEDC  
 Dept. of Human Services

NE MI Consortium  
 MDLEG – Rapid Response  
 NE MI Council of Gov'ts  
 NE MI Comm. Service Agency  
 Local Governments  
 Chamber of Commerce

State Representative  
 State Senator  
 MTEC/Community College  
 SB&TDC  
 Union Officials if applicable  
 Employer

Note: Your legislators can be great assets in the closure communication process. If they do not of their own volition show up on the scene, make an effort to get them into the process. Let them take lead roles in the communication process. It is good political exposure, helps your relationship with them and allows everyone else on the team to focus on critical tasks and day to day work. It also adds to the community's exposure in Lansing especially if you need legislative resources (see 9 below). If the company is not forthcoming with information or cooperation, your legislators can help with opening up the communication. They can also help with communication that may be needed with other state agencies.

Lay-Off Response Triage:  
Communications strategy  
all key players consistent communications  
"Town Hall Meetings"

2. **ESTABLISH ONE ORGANIZATION TO TAKE COMMUNICATION LEAD** (If not already in place ) to maintain and coordinate information and communication. This organization needs to have staff capacity to concentrate on the communication and information gathering process.  
Note: The local Economic Development Organization (EDO) or chamber may be the best, since the Michigan Works! office will be busy with direct service delivery.

- Use e-mail to keep key players informed as layoff or closure proceeds
- Maintain contact with company officials – stay on good terms no matter what. Remember bad things happen in life and business
- Conduct team meetings to personally update key organizations in community during the first two to three months
- Be available for the press, but stick with a consistent message – employees first, we will get through this - AND FACTS – company indicated they downsized or closed because of ..., primary and secondary impacts are ...

Lay-Off Response Triage:  
Workforce Impact

3. **FOCUS ON EMPLOYEES FIRST AND FOREMOST**

Lay-Off Response Triage:  
Workforce Impact  
Company Lay-off Response Services

4. **MEET WITH COMPANY ASAP** – day one if possible!

- Local Government, State legislator – designate one person to lead team (in our case it was our State Representative)
- Get clear information on why company is downsizing or closing
- Establish contacts for appropriate communication – union, management, personnel
- Get timeline and milestones for closing
- Seek details of any severance pay, etc.
- Ask about disposition plans for the facility and who contacts will be

Meeting Team  
Michigan Works!, MDLEG-Rapid Response, MEDC, Local EDO, Chamber, Local Government, State legislator – **designate one person to lead team**

Lay-Off Response Triage: Communications/Town-Hall Meeting”

5. **HOLD A PRESS CONFERENCE ASAP** – day one if possible!

- Let State Legislator take lead and run conference
- Use conference to roll out the team – Michigan Works, UA, EDO, NEMC, NEMCOG, etc.
- Communicate that focus is on employees first and foremost
- Keep comments concerned but positive. Take no slaps at company. No blame.
- Communicate company’s reason for closure. Do not add opinion or speculation

Lay-Off Response Triage: Workforce Impact

6. **SECURE INFORMATION**

- List of employees (on company letterhead) with addresses, birth date, hire date, current wage rate
- Hourly value of benefits provided
- List of company’s suppliers. Also start asking around community and use your retention files
- Start pulling together data on the facility an site – building prints, assessment cards, check with the DEQ on contamination issues, get photos of building, site and special features, get aerial photos

Lay-Off Response Triage:  
Workforce Impact: community impact

7. **START IMPACT ASSESSMENT**

- Employment – total, sector, local, regional, % young, % nearing retirement
- Wages – Direct, secondary, local, regional (use actual for direct, ES-202 for secondary)
- List those that are significant, but can’t be quantified (utilities, etc.)
- Taxes – real and personal
- Charitable and community contributions
- Number of suppliers and vendors affected.
- Secondary employment loss through survey of suppliers and vendors – repeat this survey 2 and 6 months after closure. Ask if they want to be kept in touch with and do it.
- Pass information on companies experiencing employment loss to Michigan Works!

Lay-Off Response Triage:  
Communications strategy - "Town Hall Meetings"

8. **HOLD TOWN HALL MEETING** at about week 3
- Michigan Works & MDLEG-Rapid Response and Unemployment Agency updates on their efforts
  - EDO provides impact assessment – need to mitigate perception of loss which can exacerbate actual impact
  - Let State Legislator take lead in meeting
  - Continue to communicate concern for employees, team effort and message that "we will get through this."

Coordination of State and Regional Rapid Response:  
Company Lay-Off Response Service  
Community impact; potential additional federal or state assistance

9. **ASSESS YOUR LOCAL TOOL BOX** and determine any legislative changes that would help with employees and facility reuse
- Training assets
  - Incentives
  - Reuse/redevelopment
  - Start talking to your State Senator and Representative about changes needed
  - Use crisis as opportunity to get resources. Don't limit your scope. Think forward what you need done and figure out how to link the crisis to those plans. Use multipliers and development impact assessment tools (in reverse) to underscore.
  - NEMCOG to pursue EDA funding,--EDA has planning dollars but it takes time to access them.

Lay-Off Response Triage  
Workforce Impact

10. **WORK WITH MICHIGAN WORKS!** They will be handling the lion's share of employee related response
- Have EDO at their key meetings
  - If union, Michigan Works! needs to establish contact ASAP, go over issues, assistance, process, timelines
  - Quickly define and explain eligibility for Trade Adjustment Assistance and find mechanism for pursuing (union, employees)
  - Assist with filing of the Trade petition.
  - Facilitate a Trade orientation for the employees once DOL deems the company Trade certified.
  - Help develop and implement a community resource fair.
  - Provide dates and locations of upcoming resume writing and job search technique workshops
  - Make sure to communicate to employees the availability of the SB&TDC for those that may wish to pursue starting a small business

- Be on the lookout for employers looking to hire. Once identified, get the word into the community that there are jobs available and how many.

11. **KEEP COMMUNITY FOCUSED ON MOVING ON**

- We will get through this
- Look for and communicate opportunities that will result from the closure

12. **PROMOTE AVAILABLE BUILDING AND SITE**

- Get site on MiSiteNet
- Get site to MEDC select sites
- Let brokers know
- Prepare fact sheets

## Appendix F

### 21<sup>st</sup> Century Scholarship Program for Northeast Michigan

Scholarship Recipient	County	Program	School	Anticipated Completion	Scholarship Amount
A	Alpena	LPN	ACC	June 7, 2007	4,050.00
B	Alpena	Concrete Tech	ACC	April 7, 2007	4,856.10
C	Alpena	LPN	ACC	July 7, 2007	3,299.30
D	Cheboygan	Medical Assistant	NCMC	July 7, 2007	1,781.17
E	Crawford	Admin Assist	KCC	May 7, 2007	1,531.00
F	Crawford	RN	KCC	May 7, 2007	1,000.00
G	Montmorency	Welding	M-Tec	May 7, 2007	250
H	Montmorency	Nursing	M-Tec	June 7, 2007	1,460.00
I	Montmorency	LPN	KCC	June 7, 2007	1,003.00
J	Montmorency	Police Academy	KCC	June 7, 2007	3,500.00
K	Otsego	Nursing	M-Tec	July 6, 2007	719.7
L	Otsego	LPN	M-Tec	December 9, 2007	310
M	Otsego	CENA	M-Tec	July 7, 2007	853
N	Otsego	CDL	Tri-Area	July 7, 2007	4,500.00
O	Presque Isle	HVAC	M-Tec	May 8, 2007	1,711.92

### 21<sup>ST</sup> Century Scholarship Recipients in Northeast Michigan

- 15 Scholarships awarded
- 9 of the 15 pursuing a healthcare occupation
- 3 of the 15 Construction related
- 1 Trucking
- 1 Public Safety
- 1 Administrative support
- Total \$ committed - **\$30,825.19**